Building a Creative Future

A PLAN FOR CULTURE

FINAL - APRIL 2006

The City of BARRIE

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Acknowledgements

Building a Creative Future - A Plan For Culture has been comprised of the thoughts, ideas and dedicated efforts contributed by many individuals and organizations from across our community.

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Understanding and acknowledging the incredible economic impact of the nonprofit arts, we must always remember the fundamental value of the arts. They foster beauty, creativity, originality, and vitality. The arts inspire us, soothe us, provoke us, involve us, and connect us...but they also create jobs and contribute to the economy.

— Robert L. Lynch, President & CEO, Americans for the Arts

The City of BARRIE

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The City of BARRIE

1. A Plan for Culture

1.1 INTRODUCTION

The revitalization of Barrie's downtown is one of City Council's top ten priorities. Council is in the process of placing two significant and complementary plans in motion to achieve their priority of making Barrie's downtown the place to be:

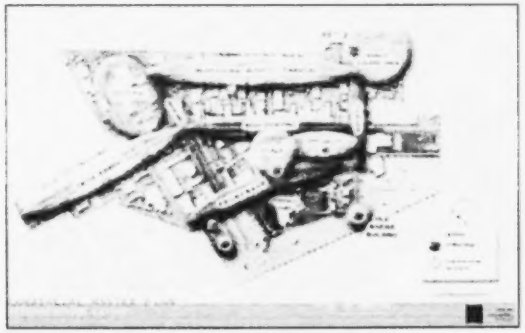
- *Downtown Commercial Master Plan*
- *Building a Creative Future - A Plan For Culture*

Council's commitment is clear. The downtown is a resource for all of Barrie. It is our centre, our core, and it represents all of us. The Downtown Commercial Master Plan has given the people of Barrie a glimpse into our future – and it is a rich and vibrant one. It is also a planned one with an abundance of possibilities. The Downtown Commercial Master Plan, adopted by Council, focuses on special areas as culture zones. It recognizes arts and cultural activities as essential for success. It states directly that a component of that success in downtown revitalization will be our cultural resources, including the arts and arts districts:

- "The Cultural Neighbourhood... is a significant part of the master plan and will be dedicated to the public and is devoted to art and culture..."
- "Art should be used to promote a meaningful waterfront experience [including]..."
- "Competitions for public art & grants for realization of public art..."

Both plans acknowledge the huge opportunity that cultural activity will play in the re-visioning of the downtown and its relationship to the waterfront. The *Building a Creative Future Plan* focuses our arts recommendations on the downtown as a logical, creative and natural home for the arts. Investing in the arts in the downtown will increase property values thus increasing assessments, and create cultural and economic wealth through a stimulated core economy.

Richness of opportunity is the focus of both plans. They give us insight into a positive future for Barrie's core where our downtown will be a source of great pride and enjoyment. It is with the efforts of business, institutional and civic partners that we will build a better city and a healthier wealthier downtown. This collaboration will increase opportunity for Barrie's citizens, its visitors and for those who invest in Barrie. Their recommendations enhance the heart of the city and use both public and private investment in a carefully integrated plan of success. They see Barrie's core as authentic, intimate and walkable, with a unique quality of place.



Source: Downtown Commercial Master Plan

Downtowns play a major role in defining the character of a city and provide a real opportunity to create a sense of place. This is especially true in Barrie, given the proximity of our historic downtown to the City's waterfront and parkland...

1. A Plan for Culture

1.2 BUILDING A CREATIVE FUTURE

Creating wealth is only one of the direct benefits that the arts bring, but it is an important one. People who visit Barrie see our unique and historic city-centre and its relationship to the waterfront as us – as Barrie. Visitors and investors take their impression of the health and livability of Barrie from its downtown. Yes, there are other good things here, great things, but people form an impression of a city from its core. The reality is that the success, beauty and energy of a city's centre makes or breaks the image of a community. Just think about the cities you have travelled to and ask yourself what you remember? Was it the city-centre? Were arts and culture there in some form?

The research, analysis and thinking of this plan provides us with an understanding of the fullness of our arts community, their impact and their potential. It provides us with many answers to the challenges facing us in planning the support and commitment to the future of the arts here. That commitment is well-founded and understood in the successes of many other cities. But it is also understood most directly when we see Barrie through our own eyes as special, as uniquely us. This is something that the arts can do well – be uniquely us.

The potential of the downtown will be realized in what we do to it, and what we do in it. In doing both we do not want to lose the quality of place that only it possesses. Visual and performing arts organizations, arts festivals and events enrich the lived experience of Barrie. They happen throughout our community. This Plan does not want to diminish the opportunity that - art can happen anywhere. Here in Barrie it happens across the community with a remarkable level of commitment and achievement. We want that to continue. We want all of Barrie to be arts and culture rich. We do, however, see the natural wedding of the centre of Barrie with our own unique arts experience.

Cultural spaces and places are those unique objects within our cultural resources where creativity is nurtured and sustained. We have a number of those spaces here in Barrie, but we believe we need to think of the first cultural place as the downtown.

It is a goal that will take planned levels of commitment and investment to achieve. It will need:

- A healthy sustainable arts community;
- Thoughtful consideration of staged arts facility development;
- The attracting of culture-based opportunities and organizations into the downtown, and;
- A sound marketing and business plan to achieve this.

Translating this potential into wealth, to be a source of increased revenues for our businesses and entrepreneurs, to build a stronger tax base for our city, is the process by which we can afford to do this.

Source: Downtown Commercial Master Plan

Those communities that are richest in their artistic tradition are also those that are the most progressive in their economic performance and most resilient and secure in their economic structure.

– John Kenneth Galbraith

1. A Plan for Culture

Who Are We Culturally?

For the first time we know the breadth of our cultural community as a complete and creative extension of ourselves. When we began research we gathered information from 24 arts organizations, arts festivals and events creating 580 individual activities. This resulted in 7,800 individual pieces of financial, statistical, and anecdotal information creating, for the first time, a snap-shot of the richness of the arts in Barrie. Through analysis of that work, through in-depth interviews, through the response and support of those very organizations and of our city staff, we now have an understanding of the artistic as well as economic impact of our arts community.

It is clear that the richness and variety of the arts in Barrie strengthens the opportunity of an arts-enriched future. In our statistical and financial analysis we looked at years 2004, budget and forecast for 2005, and forecast for 2006. We took these figures as an average and compared them to 2001 figures. These results painted a picture of public activity and commitment:

Reporting arts, festival and event organizations	24
Total number of public activities (concerts, productions, exhibitions, etc.)	485
Total number of professional development activites	96
Participants in arts education activities (note: declined by 17,000 in 2005 - MAC)	36,766
Total number of participating artists	372
Total number of volunteers	800
Full-time equivalent staff	26
Audience - arts organizations, performances and exhibitions	80,000
Audience - arts festivals and events	393,000

This level of activity indicates that almost every Barrie resident attended some arts organization's performance or exhibition, arts festival or event. With close to 500,000 in total audience at all regular activities we know that many people are travelling to Barrie. Today this base-level of audience is a tremendous economic boon to Barrie's economy. It offers a great economic wealth creating potential for the downtown.

Managing the cultural economy is first understanding the enormity of its impact. In Canada, the cultural goods and services economy is $22.8 billion annually. In Barrie, cultural goods and services spending amounts to $95 million each year. We also know that our non-profit arts organizations, arts festivals and events contribute greatly to that cultural economy. Their impact is about $15.36 million annually or 16% of consumer arts-related spending within Barrie's total cultural goods and services economy.

Funding culture is neither an imposition of taste nor an act of charity - it is an investment in the health of the community, in the same way that building roads and hospitals is an investment in the health of the community.

— Max Wyman, The Defiant Imagination

1. A Plan for Culture

Barrie's non-profit arts organizations, arts festivals and events are not only active and enriching our lives but they are also an economic force to be reckoned with:

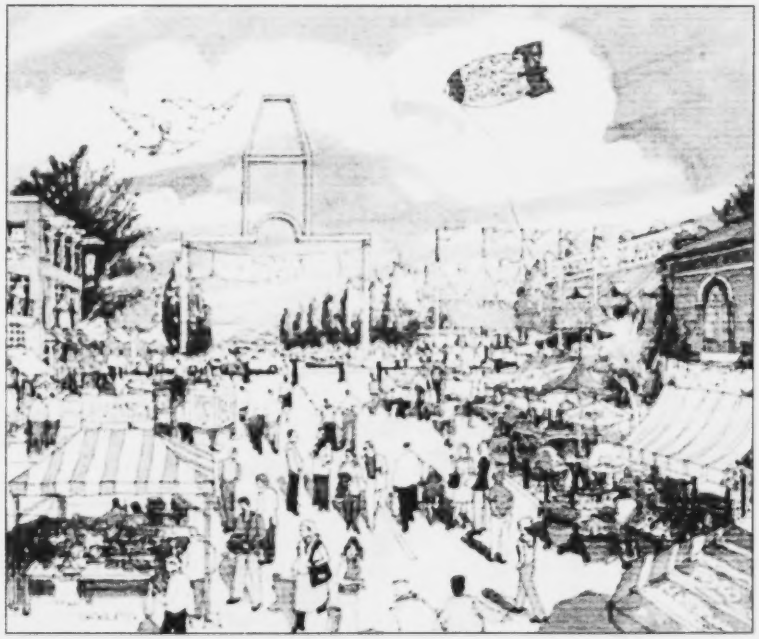
Total donations and earned revenue	$2.67 million
Value of donated volunteer services	$0.85 million
Government support (all levels)	$0.95 million
Municipal support	$0.15 million
Expenditures on arts programmes & operations	$4.02 million
Value of wages	$1.86 million
Total economic spin-off	$15.36 million

The *Building a Creative Future Plan* looked to a 10-year path to success in seeing the arts as a life-enriching and wealth-creating opportunity for the downtown. If we were to take the present, largely unplanned, reality of this economy and look at it over 10 years we would see total cultural goods and services spending conservatively at $1 billion. We also would see the non-profit arts organizations, arts festivals and events as approximately $220 million of that economy.

Sounds pretty good. So why manage it? Simply put, the $11 million is not enough. We can do much better. We know that the arts in Barrie enriches our lives, educates our children, and makes Barrie a better and more creative place to live. That alone, done well, is worthy of support. Being a better city is a great thing and is worth investment.

To translate this quality-of-life reality along with its economic upside into a quality of place opportunity of the downtown will take considered investment and thoughtful stimulation. It all begins with healthy arts organizations combined with great arts festivals and events.

> *...There is a growing recognition that quality of life is linked to a city's economic growth and prosperity, and the benefits of revitalizing the downtown will be felt far from Dunlop Street.*
>
> – Mayor Hamilton



Source: Downtown Commercial Master Plan

1. A Plan for Culture

1.3 OVERSIGHT AND CAPACITY BUILDING

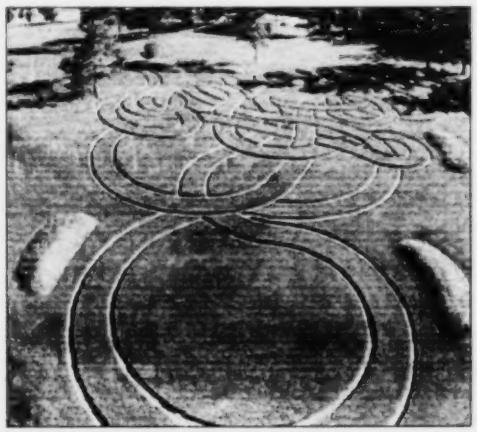
The *Building a Creative Future Plan* directs a path to translating the opportunity the arts afford us into both a better life and a more prosperous downtown Barrie.

There are challenges:

- Organizations are working without a municipal arts policy. As a consequence we are not able to apply for grants like Creative Cities;
- We have no planning process to assist in building stronger, healthier and more sustainable arts organizations;
- There is no coordinated direction for audience development for the arts, arts events, and for festivals. In some cases, like festivals, the spin-off dollars simply leave town;
- Funding is an ad-hoc and politicized process;
- Organizations have pressing facility and storage needs;
- The retained economic value of arts organizations, arts festivals and events have declined by 14% since 2001 (or -$2.62 million), attendance at productions and exhibitions has declined by 29%, and expenditures on artistic programmes and festivals by 24%;
- $5.4 million is spent each year by Barrie residents outside of Barrie.

This is not to say that there is an across-the-board worsening. In the midst of these issues many organizations are growing and the quality of artistic production is advancing. However, we know that growth and sustainability within the arts sector will remain difficult without cultural planning, policy development, capacity building and oversight. The health of the complete sector is vital.

Organizations rich in capacity are those with strong connections to their communities, good governance and effective management systems. Organizations with these systems in place fulfill their missions and better serve their communities. We know that healthy organizations, rich in capacity, make Barrie a better place to live and to visit. We also know that a healthy and planned arts sector is good for our quality of life, our economy, for tourism, and for business.



Source: MacLaren Art Centre

1. A Plan for Culture

Building Capacity

In order to build capacity within our arts organizations we should understand that a diverse arts sector brings opportunity of choice. Many of our organizations are mature and have given greatly to our community over the years. Some are nationally known, while others are new and offering exciting artistic programmes. Their opportunity is presented in their totality – the breadth and choice they offer to us. Individual organizations, events and festivals are each an important part of the complete portrait of our cultural resources as Barrie-made culture.

The tremendous opportunity of all our cultural resources has a clear and direct relationship to the health of each of the individual parts. Culture is a linked-experience because culture is a manifestation of us. The cultural tourist, just like the people of Barrie, looks for a diversity of opportunity and experience of our cultural resources. It is a big picture vision.

Building the big picture is supporting individual organizations as we support and manage the whole sector to perform as a cultural and economic resource.

We can build capacity and excellence through:

- The considered and careful investment in the artistic programmes of our organizations, festivals and events;
- The building of sound arts business practices and plans;
- The advancement of creativity through a wide variety of arts education programmes;
- The careful planning of arts facilities to support a healthy and planned arts sector;
- The directed oversight and marketing of the arts;
- The formal recognition of our arts achievements;
- The evolution of a uniquely Barrie-based arts and culture policy.

Source: The Barrie Waterfront Festival Website

1. A Plan for Culture

Policy and Direction

To build arts and culture policy there must be a mechanism to achieve it. In completing the *Building a Creative Future Plan* our cultural organizations were understood for the first time through financial and statistical analysis, needs assessment, and through in-depth interviews. From this information we began building a governance structure to achieve oversight and to direct cultural policy to accomplish health in the sector and social and economic opportunity for Barrie. We looked to mechanisms to achieve oversight and healthy governance.

There were three general alternatives:

a. Continue with the ad-hoc political process supported by staff reports;

b. Create an arms-length granting organization, funded by the city through budget allocation, to support and direct arts organizations and to develop cultural policy;

c. Create an in-house cultural development office to achieve oversight and integration with city revitalization planning.

Each alternative included a granting process to assist in building organizational capacity. Critical in choosing the best method was the need to achieve the monitoring and measurement of arts and culture in order to build a dynamic and strategic response to opportunities, issues and concerns. Long-term planning and the ability to integrate culture within larger city planning issues was the final criteria.

Source: MacLaren Art Centre

1. A Plan for Culture

Oversight and Capacity Building Recommendation:

The creation of a Cultural Development Office within the City of Barrie (CDO). That office will provide oversight, guidance and stability for the complete arts sector through:

- The development and implementation of cultural policy for Barrie;
- The collection and maintenance of arts sector data and reporting;
- Continuing analysis and monitoring of the health of the arts sector;
- The evaluation of arts organizations based on artistic programme excellence, business practices, and commitment to education and community;
- Administering the independent jurying of ongoing operating grants to institutions;
- Administering the independent jurying of arts events grants;
- Oversight of city grants to organizations, events and festivals;
- Formal recognition of the achievements of the arts;
- Planning for the future of the arts as a recognised partner with other city departments and other levels of government;
- Creating an arts advisory committee to give feedback on policy and recognition;
- Building awareness and integration of creative cultural opportunities into all city initiatives, programmes and projects;
- Reporting and submitting an arts and culture budget to Council each year.

The oversight provided by the CDO will support the development of arts organizations, art festivals and events. It will promote a deeper understanding of the committed role and the advantage that the arts bring to all of us in Barrie. Supporting excellence helps to build better organizations and it is a stepping-stone to directing our future facility needs, developing new audiences, and providing methods to help Barrie and organizations market the great work we create.

Annual Estimated CDO Operating Budget

Staffing	$200,000
Supplies	$ 5,000
Conferences/Memberships	$ 15,000
Inter-governmental	$ 5,000
Advertising/Publications	$ 25,000
Jurying	$ 15,000
Committees/Recognition	$ 30,000
Total Office Costs	$290,000
Operating & Project Grants	$473,500 *
Cultural Development Office Budget	$763,500

* $375,000 plus $98,500 in a separate cultural grants section of budget to be consolidated into the CDO.

This commitment will encourage:

- A broader understanding of the remarkable benefits and enrichment the arts bring to us;
- Pride in our achievements;
- The development of education programming;
- Excellence within our organizations, their artistic products, and within their festivals and events;
- The ability to build wealth through the management of the cultural economy.
- A more diverse and prosperous Barrie.

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1.4 FACILITIES AND CULTURAL PLACES

Barrie's Downtown - a Home-Base for Culture - a New Barrie - a New Opportunity

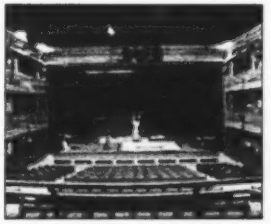
We have changed. Two thirds of our residents no longer work in the GTA. We are no longer a bedroom community for Toronto nor do we want to be. In fact Barrie is a very real emerging economy within the Greater Golden Horseshoe Area with our own very special sense of place and history. In Glen Murray's presentation on January 25, 2006 at the Southshore Community Centre, his major point was – authenticity and quality of place are key attractors in developing the potential of a city. He said that our downtown with its authenticity and quality of place can not only be a creative opportunity, but it can generate wealth.

We recognize that the downtown is our primary cultural place. Think of it as a container for our cultural resources. The Downtown Master Plan focuses on culture zones. The *Building a Creative Future Plan* has centred our arts facilities considerations on the downtown as an economic and cultural generator. Both plans recognize the huge impact that cultural activity will bring to the downtown. We also know that building stronger arts organizations is a first step toward planning the evolution of facility needs.

The downtown has been the historical source of culture in Barrie since we began as a town (see section 6.0). As we grew our downtown we saw many periods in which we were the regional arts destination for Barrie-made culture. Cities all over North America are now recognizing the opportunity of a walkable, heritage and culture-rich downtown as a source of pride, creativity, and wealth. They benefit from this recognition so much so that they are our competition in a cities-as-cultural-attractions marketplace.

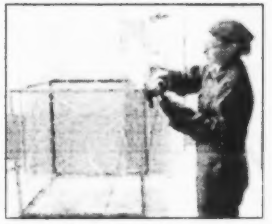
Think first of our downtown as an arts-active environment — a place to be. Festivals and events bring texture and excitement to the downtown, making it a destination. The advantage that the visual and performing arts can and already do bring adds further opportunity. This experience joins the arts with heritage and cultural industries to form our cultural resources. Those resources offer tremendous potential when joined with the quality of place that is our city core. As we build capacity we need to carefully plan our facility development in a staged level of opportunity.

To achieve this we need planned development of cultural infrastructure. The New Deal for Cities and Communities assists municipalities in addressing their sustainable municipal capital infrastructure needs. This programme provides financial assistance to municipalities to support sustainable capital municipal infrastructure to maintain or enhance economic, social and cultural opportunity and well being. Positioning and leveraging Barrie for this and other federal and provincial funding for municipalities is a crucial aspect of planned facilities development within an overall plan for the downtown.



Source: Novita

Source: MacLaren Art Centre



Source: Georgian College

Source: The Barrie Waterfront Festival Website

1. A Plan for Culture

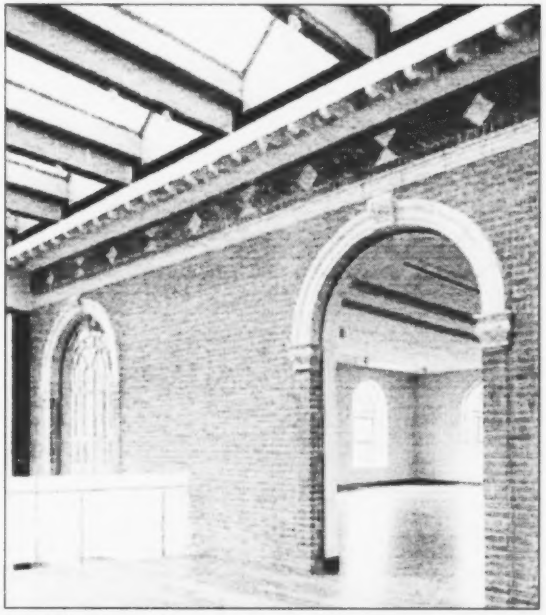
Facilities and Capacity

Together facilities and healthy organizations are primary cultural economic generators. Maximizing the economic and creative potential of cultural places and spaces and the organizational capacity of our arts organizations is a vital combination for success.

The MacLaren Art Centre is a very important cultural place within Barrie. Working at full capacity, the MacLaren was our prime cultural wealth creator in the downtown. It also generated considerable attention nationally and internationally as well as attracting a large visitor audience. Since 2001, the audience for the MacLaren has declined by some 30,000 to 35,000 resulting in a loss to the goods and services economy of the downtown of more than $2 million per year. The reason for the decline was a loss in capacity in the organization (that may well have been mitigated if there had been CDO oversight in place.) Diminished capacity within one of the most important cultural spaces in the downtown is a direct loss of creative wealth. The rebuilding of the MacLaren's capacity to 2001 levels would see a $20 million cultural products return over 10 years. But we can even do better than that.

Returning the MacLaren to its earlier levels of capacity is a strategic priority for the development of cultural places planning. The MacLaren and their facility are a part of the existing cultural authenticity and quality of place identity of the downtown. Within a coordinated plan of development we can generate a great deal more through the MacLaren and our other excellent existing cultural resources.

Our Downtown Commercial Master Plan and our cultural strategy are key elements in the city's ability to generate wealth when they are woven together in a long-term and integrated strategy.



Source: MacLaren Art Centre

People want to work in a place where they feel inspired. That means not only being in a creative city, but being in an environment where creativity can take on a new shape.

— Ryan Wuerch, Chairman and C.E.O of Motricity

1. A Plan for Culture

Strategic Alliances

Strategic cultural, economic and commercial alliances should be considered in the placement of cultural facilities and the design of cultural spaces. With the existing cultural places and proposed new ones, their wealth creating potential is enhanced by their deliberate placement to achieve and enhance commercial potential, creative excellence, and social well-being.

As seen in the Downtown Commercial Master Plan, cultural facilities are a key and exciting component of downtown redevelopment. A key part of the *Building a Creative Future Plan* is interim capital investment in cultural facilities. Plans for interim capital commitments, that may include adaptive reuse of existing buildings, have been identified by the Consulting Team. The needs and opportunities of our arts organizations and the texture of our cultural experience was considered in identifying possible sites. The exciting possibilities of both the performing arts and the visual arts were considered as primary focuses in these assessments.

In Vancouver's Granville Island, the Emily Carr Institute of Art and Design is an important catalyst for cultural development and a very large contributor to the economy. Their students bring a continuing and changing creative youth culture and economy into a very active and successful commercial district.

The Nova Scotia School of Art and Design is another positive example of the integration of an arts education institution into a downtown. NASCAD occupies 200,000 square feet of heritage space on two sites in the heart of downtown Halifax. Their main campus takes up several city blocks in the Historic Properties District, adjacent to the scenic boardwalks of Halifax Harbour. Studios are accessible to students 24 hours a day, seven days a week.

A school of art is a very special place within the dynamic of a downtown. Students from all design and visual arts disciplines not only bring economic opportunity to the area, they also bring a visual culture that is a motivator for exciting change, for cultural industries, and for other cultural development. In this, they are unique among students – they supply tremendous texture and energy.

The link here may seem obvious. The move of our own and well-respected Georgian College School of Design and Visual Art (SDVA) to the downtown of Barrie. This would be a tremendous opportunity to the overall development of the cultural economy of the downtown. In doing so, this would provide opportunities for the 650 SDVA students as well. The relocation in the downtown would give them increased opportunity to work with existing and future cultural industries such as design and architecture firms. The school relocated in the downtown would allow for the various components of design and visual arts to be joined in one building and it would attract new students in a highly competitive market.

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Using the Downtown Commercial Master Plan 2005 spending figures, including visitor and rental spending, the 650 SDVA students and faculty would add $4.27 million plus to the downtown economy. Add to this $2.56 million in operating expenditures that could move with the organization and there is a potential economic increase to the downtown of as much as $6.83 million per year or about 14% of the reported current downtown economy.

The proximity of the MacLaren Art Centre also provides increased learning opportunities as well as the potential of internships. We would also recommend that these two organizations look to more formal linkages of programming including education programming. There are many examples throughout North America of strategic alliances, linkages and formal relationships between arts education institutions and art galleries. Red River College in Winnipeg and the University of Waterloo School of Architecture in Cambridge are recent successes in this kind of linkage. With the long history of SDVA's relationship with the MacLaren this may be the right opportunity for the MacLaren to rebuild capacity.

We know that our city is a better place for Georgian College's presence here in Barrie. Within the Strategic Priorities of Georgian College is the commitment to "grow and expand through alliances with strategic partners who complement our strengths and share our vision and values." We believe that Barrie and its downtown share those values and add to those strengths. The downtown and the students of the School of Design and Visual Art would both benefit by their relocation into our city's core.

Source: Georgian College

Source: Georgian College

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Building the Performing Arts in the Downtown

A downtown with the performing arts simply works. Many cities have focussed their efforts on performing arts facilities in their city core. Take Pittsburgh for example. They love their sports (and think of what the Steelers bring to their city.) But the performing arts in Pittsburgh's downtown cultural district attracts more attendance annually than their three major league sports franchises combined (and that's not just because the Pirates are in a down cycle.)

The Barlow study for the capital development of a theatre in the downtown recommended a 'big-box' solution for a theatre complex. There were considered recommendations for a multi-use facility that would see multiple theatre structures to enable all sizes of productions. It is projected that this facility now would cost in excess of $40 million. The main push of the business component was that existing Barrie performing arts organizations would be subsidized by the importing of large performing arts productions from other places, including Toronto.

This was a thorough and comprehensive analysis of facility needs. What was not in the scope of their study was the health and direction of those very organizations that were to benefit through the 'upside' from the imported productions. Nor was there an arts policy, a communications strategy, or an arts-funding mechanism in place to build capacity in those same user organizations.

A facility of this size is a delicate opportunity to achieve. Many municipalities have found that after they have invested heavily in the infrastructure that they are substantially subsidizing its operations. We recognize the enormous contribution these facilities bring to a city. We believe that a building of this architectural and economic opportunity is most definitely in our very near future. However, it should only be undertaken after we have achieved:

- A healthy capacity within the full downtown arts sector with considerable attention to the performing arts sector;
- An understanding of the direction, potential growth, and increased diversity of their cultural products;
- Oversight of the artistic, business, and commitment to community components of programme through the CDO;
- The completion of a planning process to market the arts within the overall marketing of Barrie.

This was confirmed when we interviewed arts organizations in Barrie. Only one organization felt that we were in a position to build the new performing arts facility now. The majority of others felt that building capacity, directing policy, and building a performing arts presence in the downtown was the first priority.

We have active, excellent, and exciting performing arts organizations and events. Some are at a high level of production while others are in the process of building audiences. Still others have stabilized and flat-lined their audience potential. There is always the future opportunity of new ones. Building capacity is the first step in building a Barrie-made culture that is uniquely us.

Build the capacity, the need, and the organization to deliver the programme - then build the container to house it.

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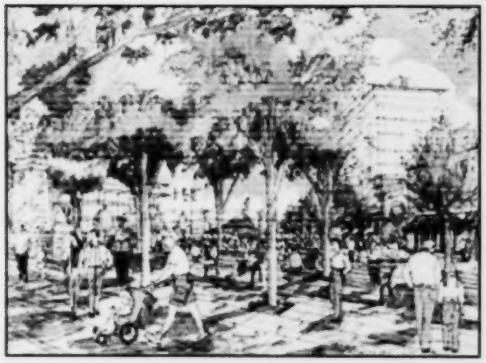
Arts & Culture for a Safer City

When we look at our downtown through a tourist's eye we realize that Dunlop Street west and one block north is an issue. It is an area associated with some levels of criminal activity. In cities across North America we are seeing that an increase in the diversity in the arts and cultural experience of the downtown corresponds to an increase in investment - and a significant decrease in crime.

We interviewed Staff Sergeant Mark Sheffer and took him through the recommendations of the *Building a Creative Future Plan*. Sergeant Sheffer felt personally that a public cultural facility investment in the "J Site" area would move very quickly to "clean up" the Dunlop Street West area. When taken through the potential of the move of SDVA to the downtown he felt strongly that this would have a positive influence on the youth-at-risk and youth in general in our downtown. Those youth, he commented, would see their peers in a more positive and directed light. It could bring them to a life-changing decision at a vulnerable time.



Source: Downtown Commercial Master Plan

Facilities and Cultural Places Recommendations:

1. Develop a Cultural Community Centre to include a 250-350 seat theatre along with technical, workshop, rehearsal, and administrative space.
2. Relocate Georgian College's School of Design & Visual Art in the downtown and build programming connections with the MacLaren Art Centre.
3. Work with Georgian College and Laurentian University to attract a School for The Performing Arts to the downtown.
4. Acquire strategic private properties for cultural development.
5. Retain significant publicly-owned properties for cultural development.
6. Develop an Outdoor Performing Arts Place.
7. Plan the development for a Major Performing Arts Centre.
8. Upgrade the Fisher Auditorium to serve as an Interim Performing Arts Centre.
9. Develop a permanent indoor/outdoor Market Hall.
10. Develop storage facilities to meet with the unique storage needs of our arts organizations.

The overall theme of comments was that the places used for cultural events in Barrie are outdated, in need of aesthetic and technical renovations, too small, not dedicated to cultural performances, and not centrally located in a safe place.

– Orion Marketing Research

1. A Plan for Culture

1.5 THE BUSINESS OF THE ARTS

Recent studies and publications point to the growing importance of the creative workforce in our economy. Arts and culture is an economic force that provides significant employment and generates growth and income through related creative industries and tourism dollars. Arts organizations are powerful tools in the development of these new creative environments.

Dynamic cultural institutions and events:

- increase a city's appeal to companies considering relocation;
- have a positive impact on tourist spending and on downtown development; and
- enhance educational opportunities for both children and adults.

Barrie has a diverse and active cultural sector that contributes to our quality of life, creative opportunities, and to the economy - $15.36 million in 2005. It is a sector that we can grow. It is also a sector that can, through integration with other initiatives, dramatically increase the wealth of the city. We know that most people who visit our community take their impression of the health and livability of our city from our unique and historic city centre. More than any marketing campaign, it is our quality of place, the success and beauty of our downtown that will make or break the image of our community. It is also a potential source of increased revenues for our businesses and entrepreneurs and a stronger tax-base for Barrie. This in turn enhances the quality of life for our citizens.

We Cannot Afford Not to Manage Our Cultural Economy

The Downtown Commercial Master Plan recognizes arts and cultural activities as essential. It cites the advantage of arts districts and an art-rich downtown as a vital component of success. The Cultural Neighbourhood, a significant part of the Downtown Commercial Master Plan, is devoted to the benefits of an arts-enriched experience. It sees art as a means to promote a meaningful downtown and waterfront experience.

An art-rich downtown will only be achieved through:

- The careful management and direction of our existing cultural assets and organizations in the downtown to promote their capacity and growth;
- Encouraging cultural organizations to relocate in the downtown;
- Building diversity and uniqueness into the arts-experience of the downtown;
- Promoting and marketing that experience;
- Managing visitors' and arts consumers' experience of the downtown.

Audience = $

1. A Plan for Culture

The Arts Mean Business and Audience = $

In 2000, Americans for the Arts published a much cited arts economic impact study. They found that local arts audiences spent US$22.87 per person per arts event. They also found that visitors spent nearly twice as much. In the US the National Governors Association in their 2001 report The Role of the Arts in Economic Development stated:

> "Cultural activities attract tourists and spur the creation of ancillary facilities such as restaurants, hotels, and the services needed to support them. Cultural facilities and events enhance property values, tax resources, and overall profitability for communities. In doing so, the arts become a direct contributor to urban revitalization."

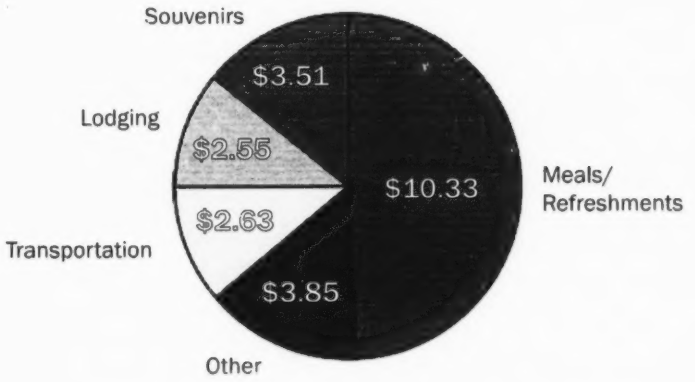
For Barrie, audience development of arts organizations, arts festivals and events, equals an increase in money spent in the community.

Barrie's path to Audience = $ is:

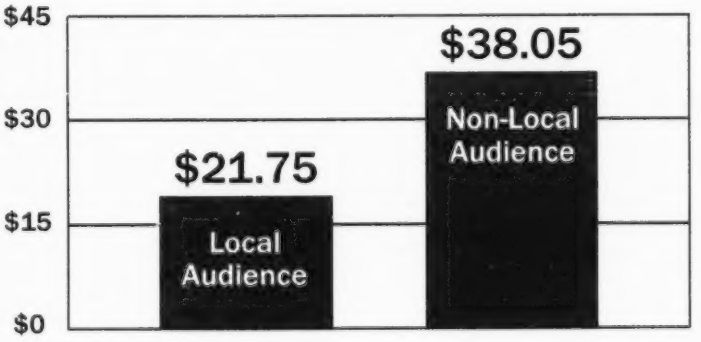
- Supporting excellence and diversity within artistic Programmes = Audience = $
- Planning infrastructure needs into downtown arts Facilities = Audience = $
- Building the arts experience into downtown Marketing = Audience = $

Programs + Facilities + Marketing = Audience = $$$

Arts Audiences Spending Per Person Per Arts Event (USD)



Event-Related Spending by Arts Audiences
Local vs. Non-Local



The City of BARRIE

1. A Plan for Culture

This is where the CDO offers crucial oversight in motivating excellence in these three directions in order to build a sustainable sector. We want to see money generated from the arts spent in the downtown to further stimulate that economy. This in-turn will further attract investment.

We know that audience is not the only factor in supporting wealth-creation. Cultural facilities increase the value of downtowns: investment in cultural facilities in American cities has returned private sector capital investment of $10 to $15 for every $1 spent (according to The Brookings Institution March 2005 Research Brief.) Capital investment combined with the audience spending generated by excellent and diverse arts programming set in a unique quality of place, will increase the real value of the downtown through an increase in property values and the commercial and retail economies.

Through the reporting of 24 Barrie arts organizations, festivals and events we calculated, using Canadian arts-related spending figures, the impact of the spending of audiences in 2005 and compared them with 2001. We also set growth goals based on coordinating the Downtown Commercial Master Plan investment and spending criteria with the potential of growing the arts and culture sector.

The Downtown Commercial Master Plan was unable to determine the direct impact of cultural spending focussed on the downtown economy through their research criteria. Through our collection and analysis of data from the arts and culture economy combined with recommendations in the areas of oversight, facilities development, and business planning we set goals for 2010 and 2015. In doing so we also extrapolated the gross amount of municipal tax increases based on growing the assessment base through increasing property values and stimulating the downtown economy.

Total Economic Impact of Arts Audiences in Barrie

	2001	Today	Goal 2010	Goal 2015
Total Arts Expenditures (actual)	$5.33 million	$4.02 million	$8.00 million	$10.00 million
Visitor spending Arts Organizations	$0.85 million	$0.45 million	$1.43 million	$2.28 million
Visitor spending Festivals & Events	$1.31 million	$1.50 million	$1.90 million	$2.85 million
Resident spending Arts Organizations	$2.04 million	$1.54 million	$4.86 million	$7.78 million
Resident spending Festivals & Events	$2.83 million	$3.25 million	$4.14 million	$6.21 million
Arts Education related spending (SDVA)	$1.37 million	$0.91 million	$5.18 million	$9.00 million
Value of Wages	$2.16 million	$1.86 million	$3.98 million	$6.50 million
Retained Municipal Taxes (at present rate)	$0.72 million	$0.64 million	$1.13 million	$1.64 million
Comparison – 2001		-$2.48 million	+$14.22 million	+$30.13 million
All Arts Organization's Attendance	111,332	80,000	250,000	400,000
Festival & Event Attendance	342,000	393,000	500,000	750,000
Total City Taxes Collected		$10.51 million	$13.14 million	$21.02 million
Commercial & Industrial Assessment (Increase land value)		$77.90 million	$97.38 million	$155.90 million

1. A Plan for Culture

Culture's Value Unpacked

Municipalities are the tax engines for the federal and provincial governments. Within the goods and services economies of cities, arts and culture is one of the prime contributors of tax revenues. With a total cultural goods and services economy of $22.8 billion, all levels of government know that investing in culture is investing in tax returns and votes. Culture is not only a wealth creation opportunity for our downtown but also a tax creator for both levels of government. How we build the case for funding from programmes like the federal New Deal for Cities and Communities or Ontario's Places to Grow is how we motivate, plan, and drive our creative economy.

Unleashing the economic potential of the creative economy begins with unpacking and seeing its value – not only to us and our creative arts organizations – but to our other partners:

- The Federal Government;
- The Provincial Government;
- Creative organizations and industries;
- Downtown and other Barrie businesses;
- The people of Barrie.

Building the Creative Economy

We know that:

- Cultural activity downtown builds community pride of ownership and reduces crime;
- Creative organizations with their output and education programmes build creativity outside the arts into all walks of life;
- Cultural activities enhance the distinctness, authenticity and quality of place of a downtown;
- Businesses consider carefully the vitality of arts, culture and heritage, and a city's commitment to its downtown before a relocation.

To build our creative economy we must integrate and finance the *Building a Creative Future Plan* and the Downtown Commercial Master Plan into one understandable, affordable and actionable direction that will deliver the results we want to achieve. In order to estimate and tap the revenue potential of the investments outlined in both plans we need to know them as a merged opportunity to apply them against the cost of making these investments.

Determining the economic value and uniqueness of what we have so that its value is more than a passive and theoretical exercise is vitally important. Building on the existing economy and directing it so that any future interventions are not counterproductive is essential in overall planning.

> *Cities have one crucial resource - their people. Human cleverness, desires, motivations, imagination and creativity are replacing location, natural resources and market access as urban resources. The creativity of those who live in and run cities will determine future success.*
>
> – Charles Landry, The Creative City

1. A Plan for Culture

Gap and Opportunity Analysis

A case has been made that the links between different assets in our downtown be considered in order to maximize their opportunity. The location of potential cultural investments are critical to the nature and depth of their impact. How do we determine the most strategic location for the SDVA, the new theatre, or a convention facility for that matter? We want to maximize the dividends back to the city, to our citizens, and to any investor. Both private and public investments in the downtown need to be considered in this context. Both our cultural and commercial investments should be planned to generate wealth, opportunity and a unique quality of place.

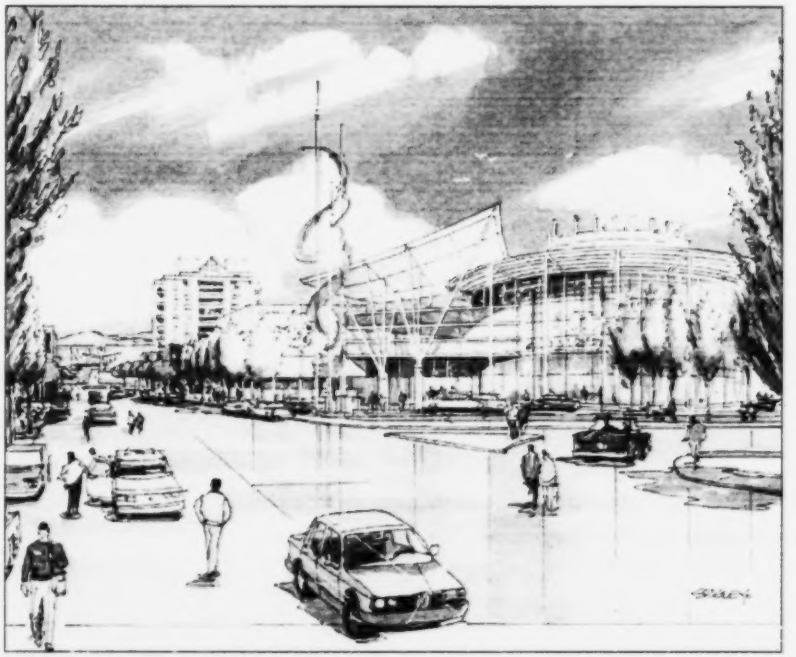
In 2004, the downtown business district was assessed at $78 million dollars. The income from those businesses to their owners relates to the value of those assets and wealth they generate. We want to ensure that our cultural investments enhance the revenue generating ability of our downtown businesses so that our downtown is, in itself, an economic force. As such, it will generate revenue for the city rather than being an even greater tax burden.

What are the potential tools and partnerships that can be used to creatively redevelop our downtown? How do we tap into the best of our public sector and private sector's abilities? What kind of development framework would we need to create to ensure our success in these potential partnerships?

These questions need to be investigated beyond the implementations of our specific recommendations. A first step in an integrated cultural and wealth creation strategy is a Gap and Opportunity Analysis. Its purpose is to examine all relevant policy and planning documents including the Downtown Commercial Master Plan and the *Building a Creative Future Plan* through the lens of culture and wealth creation, to identify relevant gaps in information and analysis, and to recommend steps that can turn those gaps into opportunities for Barrie.

Two of the most popular arguments advanced in favour of society's support of cultural and artistic activities are these: culture is an economic engine, and culture is an instrument of identity and prestige.

— Max Wyman, The Defiant Imagination



Source: Downtown Commercial Master Plan

1. A Plan for Culture

Business Plan Recommendations:

1. Support excellence in artistic programme development and continue to build capacity through the Cultural Development Office (CDO).
2. Maximize the participation and investments of other levels of government and other organizations in the development of cultural facilities and cultural planning.
3. Support the creation and enhancement of arts education programmes within the work of arts organizations.
4. Formally review and recommend further cultural facilities development by 2010.
5. Work with Georgian College in the relocation of the School of Design & Visual Art and Laurentian University's School for the Performing Arts to the downtown.
6. Develop a marketing strategy for the arts in coordination with the CDO, EDO and Tourism Barrie.
7. Build and encourage strategic opportunities and programming between for-profit and not-for-profit cultural organizations.
8. Implement the ArtCity public art strategy and investigate the incorporation of other cultural activities.
9. Measure and evaluate cultural activity and growth and report to Council annually.
10. Formally recognise cultural excellence and achievement including the recognition of volunteers.
11. Implement a one-time stability grant of $375,000 for 2006 for arts organizations pending the formation of the CDO.
12. Commit to downtown as the principal location of cultural facility investment.
13. Design and plan arts events and festivals to retain and maximize the economic spin-off of cultural spending in Barrie and its downtown.
14. Set goals for growing the cultural economy.
15. Implement a Gap and Opportunity Analysis to be undertaken by knowledgeable consultants to integrate and rationalize the recommendations of the Downtown Commercial Master Plan and the *Building a Creative Future Plan* in order to maximize downtown wealth creation potential.

What's good for the arts is good for the economy. The mayors of cities with strong economies tell us that the arts have helped their communities thrive. Federal support for our nation's cultural organizations is sound public policy.

– Representative Louise M. Slaughter, 2002 United States House of Representatives Chair, Congressional Arts Caucus

The City of BARRIE

VALUE OF CULTURE

Photo Credits: Getty Images & City of Barrie

The City of BARRIE

2. Value of Culture

2.1 VALUE OF PLACE

Our native waters tell a long story, much longer than the 150+ years of the City of Barrie; longer even than the eleven thousand year remnants of the shoreline of Lake Algonquin. Our place and we who live here are the stuff of these events and more. We live and work in a living watershed that feeds both Lake Simcoe and Georgian Bay. Once a path, then a town, now a city, this place was born from those waters. Our downtown lives on many shorelines. It is unique and our own.

Culture Is...

CULTURE can be thought of as the beliefs, attitudes, customs and practices of a people and a place.

For Barrie, culture is the celebration and the reality of the experience of its people, their heritage, human creativity, imagination and originality. It is found in many things, many aspects of ourselves: the visual and performing arts, the literary arts, media, crafts, heritage, urban design, in business and in our relationship to our landscape and all creative endeavour in all sectors of the economy.

- Culture reaches into many aspects of community life and city planning. Engagement with culture cannot be removed from day-to-day life: it is contained and reflected in our actions, views, and habits. We are all generators of culture. It is evidenced in each of us by what we choose to be, to see, to buy, to do and say.
- Culture is reflected in the city – its streetscapes, street plan, public spaces, views, historic sites and buildings. The culture of a city is its uniqueness and authenticity. It is what makes it distinct from any other place.
- Culture is made real in both the things we do – our Cultural Activities – and in where we do them– our Cultural Places.

[Refer to FIG 1 and FIG 2 on pages 26 and 27]

Cultural Activities and Places contribute significantly to the vibrancy and quality of life in a city. Creative cities recognize that culture and creativity are the expression of humanity, and that creative and cultural pursuits extend to all aspects of individual character, community life, governance, human expression, and commercial enterprise.

Montreal, Quebec
Source: City of Barrie

2. Value of Culture

Cultural activities cross a large spectrum.

FIG 1: Community Cultural Activities

2. Value of Culture

Culture happens everywhere.

FIG 2: Community Cultural Places

2. Value of Culture

2.2 THE NEED FOR CULTURE

Barrie recognizes the four pillars of a sustainable community are: social, economic, environmental, and cultural. It is in their relationship and their inter-dependence that foundations for success are forged and achieved.

Culture in its relationship to these offers great benefits that extend far beyond economics alone, beyond building a creative economy to an understanding of who we are here in Barrie. Culture not only comments on lives lived - it is a part of quality of life.

The Geography of Nowhere

If we were to take someone from Mississauga or Winnipeg and lead them blindfolded to Bayfield Street North and let them look around they would not know if they were home or some place else. Why? Because it looks just like ten thousand other places. In fact it looks like no-place. In its no-placeness it could be anywhere.

Commercial areas like Bayfield Street North do have many advantages like retail outlets and jobs. Their sense of place is, like so many others – anywhere/nowhere. These districts offer little heritage value or community identity. They are time-sensitive. When their geography of nowhere, their placeless face is no longer in vogue then – tear them down for a new image.

Historic and textural downtowns are just the opposite. They are lasting in their nature with the character of a thousand stories of a place built right into them. Their opportunity for commercial and cultural expression is built in - for that is why they came to be. They are a people place where people are connected to place in a living walkable reality.

Even with a focus on commercial growth, the period since 1950 has seen the origins of some of today's significant cultural organizations and places, such as Gryphon Theatre, Huronia Symphony, The Barrie Art Club, the MacLaren Art Centre, Georgian College, Theatre by the Bay, Talk is Free Theatre, the Barrie Concerts and many more including numerous arts related festivals. These cultural assets have evolved to find themselves in many locations. They have done a great job in making culture from wherever they are. Yes art can happen anywhere – and that is a great thing.

So what if we were to encourage the concentration of these, and other cultural assets, in the downtown? We would have their creative opportunity to contribute collectively to the existing cultural identity. They would join with the excitement and investment already felt and the new direction as seen in both plans. We have recognized that the downtown is our primary cultural place. The *Building a Creative Future Plan* centres our arts facilities thinking there as an economic and cultural generator. Both plans recognize the huge impact that cultural activity will bring.

Investment at the heart of the city is the strategy of creative city planners. Revitalization of the core and centre of Barrie will contribute to reestablishing community identity and pride. Investment in cultural initiatives is a critical mainstay to achieving success and a sustainable quality of life.

Bayfield Street

When every place looks the same, there is no such thing as place anymore. Municipal cultural planning can help combat the "geography of nowhere".

– Glen Murray, Principal, The Murray Group

2. Value of Culture

Principles for the Support of Culture:

- Culture is the beliefs, attitudes, customs and practices of a people and a place. For Barrie, culture is the celebration and the reality of the experience of its people, their heritage, human creativity, imagination and originality. It is found in many things, many aspects of ourselves: the visual and performing arts, the literary arts, media, crafts, heritage, urban design, in business and in our relationship to our landscape and all creative endeavour in all sectors of the economy.
- Cultural values, along with social, environmental, and economic are the four pillars, critical to the development of a vital and sustainable 21st century city.
- Culture, arts and heritage are essential contributors to the quality of life for the community of Barrie.
- Vibrant and healthy cultural organizations and events build social cohesion, affirm community pride and instill civic identity.
- Culture and creativity form an opportunity and play a fundamental role in the social and intellectual development of youth.
- Barrie's historic downtown, its heritage, the waterfront, the bay, and views are valued physical cultural assets.
- Buildings and sites of historic, cultural, architectural, and strategic significance reflect the uniqueness and authenticity of Barrie as a place.

Cultural Development

- Many city planners and researchers point to the benefits that cultural development can offer to downtown revitalization, local economies and community identity.
- The Economic Development Strategy for Barrie, points to cultural development as a key attractor for a knowledge-intensive and creative workforce as well as a stronger professional (medical) workforce, a greater ethnic diversity and a increased ability to attract and retain younger generations.
- Cultural development is not simply the building or revitalizing of physical facilities. It includes the development of facilities, operational support for cultural organizations, promotion of cultural events, investment in new cultural initiatives and programs, and recognition and celebration of cultural life and creativity.

Source: Theatre by the Bay

Ever-busy, ever-building, ever-in-motion, ever-throwing-out the old for the new, we have hardly paused to think about what we are so busy building, and what we have thrown away. Meanwhile, the everyday landscape becomes more nightmarish and unmanageable each year.

— James Howard Kunstler, The Geography of Nowhere

2. Value of Culture

2.3 THE CULTURAL ECONOMY

The contribution of culture to the economy extends beyond just fiscal activities of cultural organizations, industries and consumers. Culture also serves as a catalyst to draw and retain innovative people and businesses to the community:

- Culture fuels the economy by a variety of means. The Cultural Economy is the total contribution of culture on the greater economy. The Cultural Economy is comprised of Cultural Organizations, Cultural Industries and Cultural Consumers, as well as many less tangible factors.
- Cultural organizations are not-for-profit institutions and individuals devoted to the generation of creative products, cultural happenings, and education in the community.
- Cultural industries are businesses that generate creative products or services that directly benefit the community or support cultural organizations.
- Cultural consumers (audience) are the beneficiaries of the cultural economy, through the direct acquisition of products, services, and experiences.

Cultural and Economic Development

- Cultural development and economic development in downtown Barrie are linked. As downtown prospers economically, so too will culture – as culture prospers, so too will it fuel the economy.
- The EDS and the Downtown Commercial Master Plan recognize that cultural development in the downtown is an essential component to Barrie's future prosperity.
- Cultural investment and development has immediate short-term value, including new energy in the streets, new and improved facilities, attractiveness to consumers and tourists, but it is the long-term benefits of cultural development that are of greatest value, including community pride, place-based identity, growth of creative industries, attraction of a knowledge-based workforce, economic sustainability, and increased property values and tax base assessment.
- In the long-term – a commitment to cultural development will encourage Barrie's youth to consider careers as performers, producers, artists, curators, designers and writers – pursuits that they may not otherwise be exposed to or be encouraged to develop.
- Cultural development will encourage young adults to remain in Barrie and contribute to its cultural, social and economic growth.

NEW MODEL: Attract creative people and industries: they will improve a sense of 'place' and create jobs, but ultimately the quality of the place will attract more people to the city, not to a specific big company.

Culture → Creativity → Prosperity

Leverage current assets with new investment to create higher growth in innovation and knowledge intensive enterprise; invest in quality of life for its own sake and to attract more highly skilled workers and enterprise.

— Economic Development Strategy

2. Value of Culture

Cultural Spending in Barrie

Various economic data on consumer cultural spending in Ontario and in Barrie, indicate a sizable contribution to the greater economy. Further, according to Statistics Canada (2005), the cultural and creative economy is growing faster than any other sector of the economy.

Hill Strategies' arts economic data on cultural spending illustrate that in Canada there is tremendous evidence of consumer spending on culture. Hill reports that (in 2003) each person from Ontario spent $802 per year on cultural goods and services. The cultural goods and services economy in Barrie is close to $95 million annually and will grow as population grows.

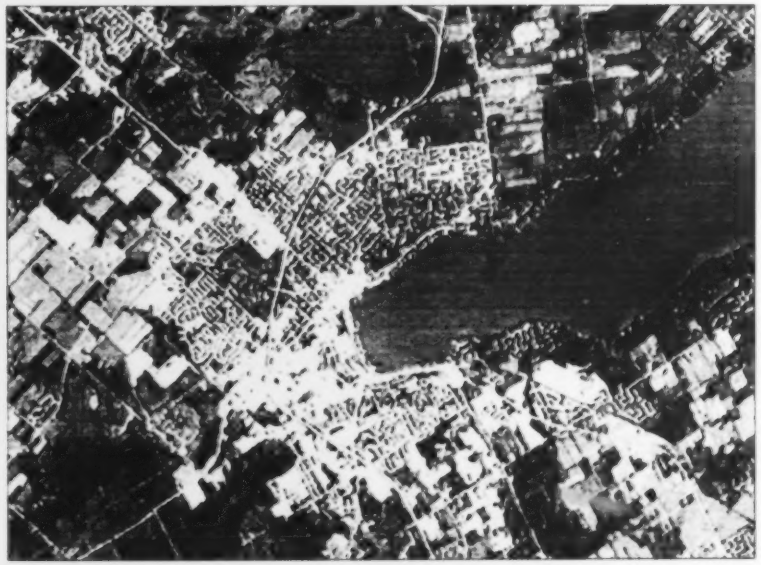
We know that, through our measurement of our arts organizations, festivals and events that their goods and services spin-off is $15.3 million.

Cultural Spending Away - $5.4 Million Each Year

Data from the market research survey on the participation of Barrie residents in non-Barrie cultural events in 2005, completed for us by Orion Marketing Research, indicates that:

- 54% of Barrie residents (18 years and older) travel outside of Barrie at least one time per year to attend a cultural event.
- Approximately half of those (47%) who attend cultural events outside of Barrie attended not just one, but 3-10 events in a year.
- The average event/ticket cost is $38.72 per person per event.
- The average related cultural spending, over and above the event/ticket cost is $82.17 per person per event.
- Most Barrie residents travel in groups of 2-4 persons to events outside of Barrie.
- 52% of those who attend events outside of Barrie indicate that if there were more cultural opportunities in Barrie, then they would travel outside of Barrie less often.
- Based on survey data, a conservative projection for related cultural spending outside of Barrie for all residents (18 years and older) is $5.4 million annually, over and above event/ticket costs.

Investment in culture, strengthens community identity, improves quality of life and fuels the economy.



Source: MacLaren Art Centre

2.4 MUNICIPAL LEADERSHIP AND SUPPORT

Today, cultural activity in Barrie is alive and well as a creative force. It is a resource that has needs as well. Oversight, facilities, and marketing are addressed in this plan. Cultural identity, community attitude and involvement are in need of support, leadership and development proportional to population and population growth.

An essential step to advance cultural development is for the City of Barrie's municipal leadership to act as the advocate and steward for culture in Barrie by the:

- Creation, adoption and implementation of municipal cultural policy;
- Direction of civic resources (both human and fiscal) to support cultural policy;
- Recognition and celebration of community, culture and creativity;
- Financial support and promotion of cultural activities through accountable mechanisms;
- Investment in and operation of public cultural infrastructure and facilities;
- Encouragement of partnerships with the private sector;
- Provision of ongoing cultural planning and development.

Municipal financial support is essential for successful cultural development. City government should be seen by the community and other levels of government as supporting the growth of cultural organizations and events to build a better city and gain support from the province and the federal governments. Throughout Ontario, communities of 100,000 to 150,000 people formally budget between $5 and $12 per person per year for the support of cultural organizations and initiatives. Barrie's support for cultural organizations and initiatives is $1.36 per person per year - substantially less than the minimum threshold established by other, similarly sized cities (FIG 3 below).

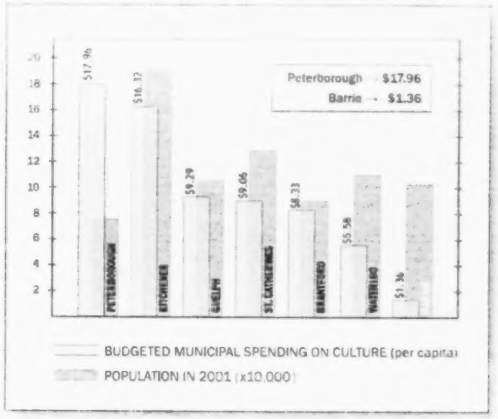


FIG 3: Municipal Cultural Funding in Barrie, per capita, compared to other similarly sized Ontario communities.

ADVOCATE for culture and cultural initiatives;

ENABLE cultural activities, events and ideas;

FUND cultural development and organizations through an equitable process;

MANAGE and own cultural places and facilities.

The essential step that can be taken to advance cultural development is to elevate municipal leadership to act as an advocate and steward of culture.

2. Value of Culture

Other Support

While it is vital for the City to take a leadership role as a steward of culture and cultural development, the weight of cultural funding is not borne solely by the municipality. The city should use its own funding strategies to promote private giving to cultural organizations and initiatives. As well it should see culture as a wealth producing engine in the downtown.

Municipalities are the tax engines for the federal and provincial governments. Within the goods and services economies of cities, arts and culture is one of the prime contributors of tax revenues. With a total cultural goods and services economy of $22.8 billion, both levels of government know that investing in culture is investing in tax returns and voter support. Culture is not only a wealth creation opportunity for our downtown but also a tax creator for both levels of government. How we build the case for funding from programmes like the federal New Deal for Cities and Communities or Ontario's Places to Grow is how we motivate, plan, and drive our creative economy.

Unleashing the economic potential of the creative economy begins with unpacking and seeing its value – not only to us and our creative arts organizations – but to our other partners:

- The Federal Government;
- The Provincial Government;
- Creative organizations and industries;
- Downtown and other Barrie businesses;
- The people of Barrie.

Public support of cultural organizations and initiatives encourages greater financial spending and sponsorship from the private sector, but is also encourages greater giving and volunteerism from the community. Once it is seen that the City validates creative enterprise, there is a much greater likelihood that community volunteers and community identification will grow around a given group or event.

Source: MacLaren Art Centre

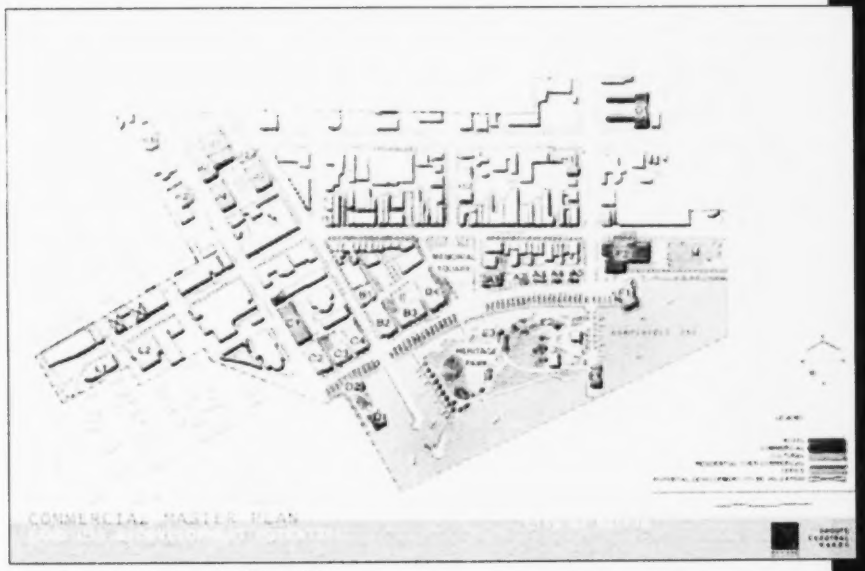
2. Value of Culture

2.5 ALIGNMENT WITH OTHER PLANS AND STUDIES

Cultural development cannot succeed without proportional economic, social and environmental advances. The Economic Development Strategy of 2004 sets the goal for Barrie to be "the recognized leader in city positioning for a more knowledge intensive economy by 2008; the place people and business have to be in central Ontario." In order to achieve its goal, the EDS proposes the leveraging of current assets with new strategic investment, designating the downtown as the centre of economic development.

The EDS points to investment in cultural facilities, such as spaces for meeting and performance, as key components in the overall goal of attracting knowledge based enterprise and greater tourism to Barrie. The EDS also warns that decisive steps must be taken toward downtown economic and cultural development, or it risks "being painted as a narrow, cheap community."

The Corporate Business Plan echoes the need to invest in quality of life initiatives, to attract higher paying jobs, to revitalize downtown and to bolster tourism. The ongoing Downtown Commercial Master Plan offers perhaps the closest parallel to these ideas. Both are founded on place-based development downtown that builds on the uniqueness and authenticity of Barrie. Both offer reinforcing evidence that the historic core is the most important asset in Barrie, and strategic investment, both public and private, will energize the spending and the economy, increase social activity and energy, forge a positive identity for Barrie and improve quality of life in both the short- and long-terms.



Source: Downtown Commercial Master Plan

Sustainable development will only be achieved by ensuring that the economic, social, cultural and environmental dimensions of development be addressed in an integrated and balanced manner.

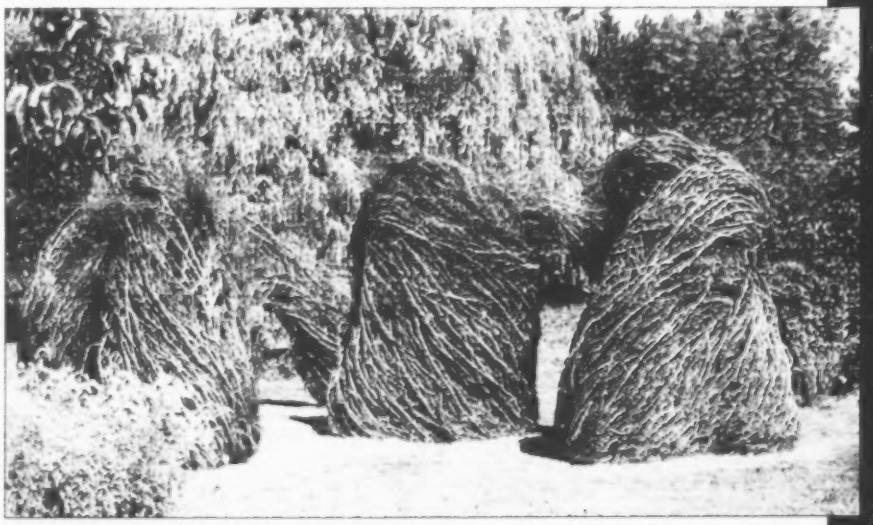
— UNESCO

2. Value of Culture

Principles for Cultural Development:

- Cultural organizations, cultural industries and cultural consumers comprise a significant economy.
- The long-term benefits of ongoing cultural development include community pride, place-based identity, growth of creative industries, increased property values, and broader creative opportunities for youth.
- Support excellence in artistic programme development and continue to build capacity.
- Cultural development should focus on the uniqueness of Barrie, build on its distinctive characteristics, recognize and respect its heritage, and celebrate its human and creative values.
- Maximize the participation and investments of other levels of government, the private sector and other organizations in the development of cultural facilities and cultural planning.
- Support the creation and enhancement of arts education programmes within the work of arts organizations.
- Formally review and recommend further cultural facilities development by 2010.
- Develop a marketing strategy for the arts in coordination with the CDO, EDO and Tourism Barrie.
- Build and encourage strategic opportunities and programming between for-profit and not-for-profit cultural organizations.
- Implement the ArtCity public art strategy and investigate the incorporation of other cultural activities.
- Measure and evaluate cultural activity and growth and report to Council annually.
- Formally recognise cultural excellence and achievement including the recognition of volunteers.
- Commit to downtown as the principal location of cultural facility investment.
- Design and plan arts events and festivals to retain and maximize the economic spin-off of cultural spending in Barrie and its downtown.
- Set goals for growing the cultural economy.

Ongoing municipal funding for culture and cultural development is a catalyst for private giving, and is critical to the overall vitality of the City over time.



Source: MacLaren Art Centre

OVERSIGHT

Photo Credits: Getty Images

The City of BARRIE

3. Oversight

3.1 A CULTURAL DEVELOPMENT OFFICE

Oversight of culture is the essential step to manage and advance cultural development. Within the municipal framework, the EDO is well established with a clearly understood mandate – to foster economic development in the City of Barrie. Having established the importance of culture and cultural development, the Cultural Development Office (CDO) will foster cultural development within the City of Barrie.

The oversight provided by the CDO will support the development of arts organizations, art festivals and events. It will promote a deeper understanding of the committed role and the advantage that the arts bring to all of us in Barrie. Supporting excellence helps to build better organizations and it is a stepping-stone to directing our future facility needs, developing new audiences, and providing methods to help Barrie and organizations market the great work we do.

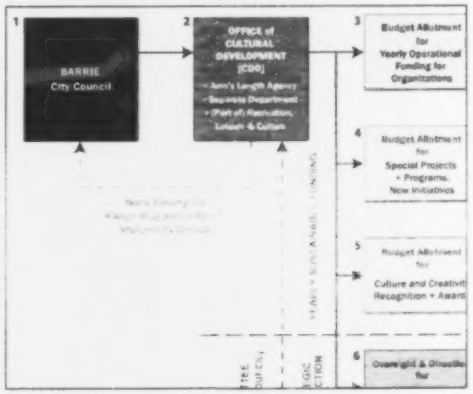
CDO Roles:

- The development and implementation of Barrie cultural policy;
- The collection and maintenance of arts sector data and reporting;
- Continuing analysis and monitoring of the health of the arts sector;
- The evaluation of arts organizations based on artistic programme excellence, business practices, and commitment to community;
- Administering the independent jurying of ongoing operating grants to institutions;
- Administering the independent jurying of arts events grants;
- Oversight of city grants to organizations, events and festivals;
- Formal recognition of the achievements of the arts;
- Planning for the future of the arts as a recognized partner with other City departments and other levels of government;
- Creating an arts advisory committee to give feedback on policy and recognition;
- Reporting and submitting an arts and culture budget to Council each year;
- Be the primary mechanism for City to Advocate - Enable - Fund - Manage cultural development;
- Rationalize cultural community objectives and opportunities and with those of City government;
- Work with the EDO to develop the economic potential of the cultural economy;
- Support the promotion of existing cultural activities;
- Cultivate new cultural opportunities;
- Embrace the multi-culturalism of Barrie in cultural events;
- Promote, plan and coordinate initiatives with other levels of government, as necessary.
- Building awareness and integration of creative cultural opportunities into all city initiatives, programmes and projects;

3. Oversight

The key responsibility of the CDO is the development of cultural policies, strategies, and the oversight of funding to support and to promote cultural organizations, cultural industries, cultural activities, and cultural consumers and to provide advice, counsel and planning on cultural development to all City departments, to City Council, and to the cultural sector of Barrie through:

- The collection and maintenance of cultural sector information and analysis including statistics, financial profiles, research material, surveys, and studies;
- The administration of a Barrie Cultural Advisory Committee to provide community feedback on the City's oversight of culture sector decisions;
- The development of policies to assist and guide the development of cultural infrastructure;
- The oversight of funding of the cultural sector through the administration of operational and project grants;
- The recognition of cultural sector achievements through the management of Barrie Cultural Recognition Awards;
- The communication of the culture sectors benefits and achievements to the larger Barrie population;
- The promotion of Barrie to cultural tourists through the marketing of Barrie cultural events and cultural organizations;
- The advocacy of the cultural sector, of cultural planning, and of cultural tourism strategies in their collaborative integration in other City department direction and planning;
- The production of a yearly plan, report, and budget to City Council for the planning, support and direction of the cultural sector;
- The long-term planning for Barrie of capital commitments and other infrastructure management of the cultural sector.



Refer to FIG 4 on page 39.

The City of BARRIE

3. Oversight

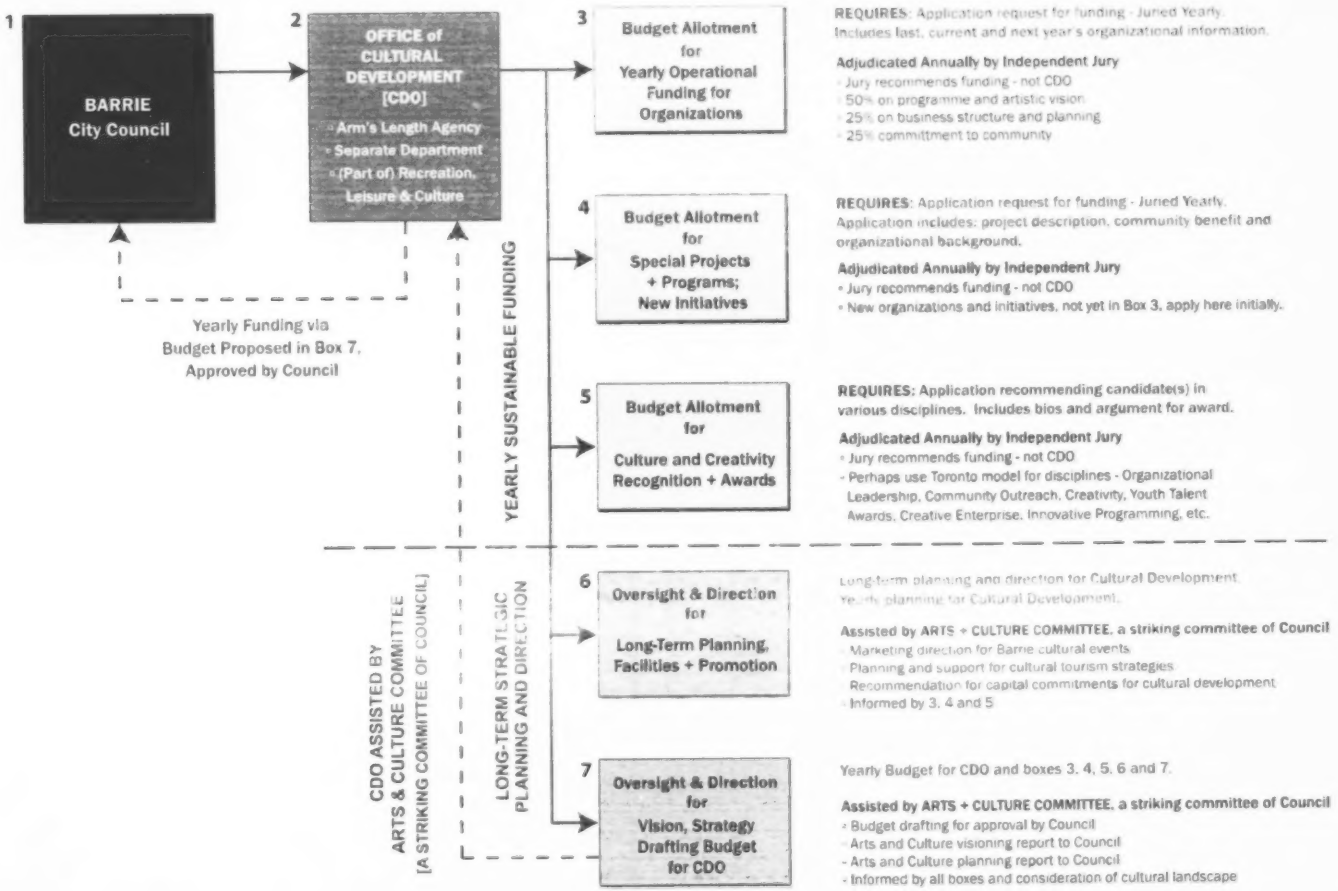

1
BARRIE
City Council
2
OFFICE of CULTURAL DEVELOPMENT [CDO]
- Arm's Length Agency
- Separate Department
- (Part of) Recreation, Leisure & Culture
Yearly Funding via Budget Proposed in Box 7, Approved by Council
YEARLY SUSTAINABLE FUNDING
3
Budget Allotment for Yearly Operational Funding for Organizations
REQUIRES: Application request for funding - Juried Yearly. Includes last, current and next year's organizational information.
Adjudicated Annually by Independent Jury
- Jury recommends funding - not CDO
- 50% on programme and artistic vision
- 25% on business structure and planning
- 25% committment to community
4
Budget Allotment for Special Projects + Programs; New Initiatives
REQUIRES: Application request for funding - Juried Yearly. Application includes: project description, community benefit and organizational background.
Adjudicated Annually by Independent Jury
- Jury recommends funding - not CDO
- New organizations and initiatives, not yet in Box 3, apply here initially.
5
Budget Allotment for Culture and Creativity Recognition + Awards
REQUIRES: Application recommending candidate(s) in various disciplines. Includes bios and argument for award.
Adjudicated Annually by Independent Jury
- Jury recommends funding - not CDO
- Perhaps use Toronto model for disciplines - Organizational Leadership, Community Outreach, Creativity, Youth Talent Awards, Creative Enterprise, Innovative Programming, etc.
CDO ASSISTED BY ARTS & CULTURE COMMITTEE [A STRIKING COMMITTEE OF COUNCIL]
LONG-TERM STRATEGIC PLANNING AND DIRECTION
6
Oversight & Direction for Long-Term Planning, Facilities + Promotion
Long-term planning and direction for Cultural Development
Yearly planning for Cultural Development.
Assisted by ARTS + CULTURE COMMITTEE, a striking committee of Council
- Marketing direction for Barrie cultural events
- Planning and support for cultural tourism strategies
- Recommendation for capital commitments for cultural development
- Informed by 3, 4 and 5
7
Oversight & Direction for Vision, Strategy Drafting Budget for CDO
Yearly Budget for CDO and boxes 3, 4, 5, 6 and 7.
Assisted by ARTS + CULTURE COMMITTEE, a striking committee of Council
- Budget drafting for approval by Council
- Arts and Culture visioning report to Council
- Arts and Culture planning report to Council
- Informed by all boxes and consideration of cultural landscape

FIG 4: Funding and Policy Administration Process Chart

3. Oversight

2006 CDO Recommended Directions:

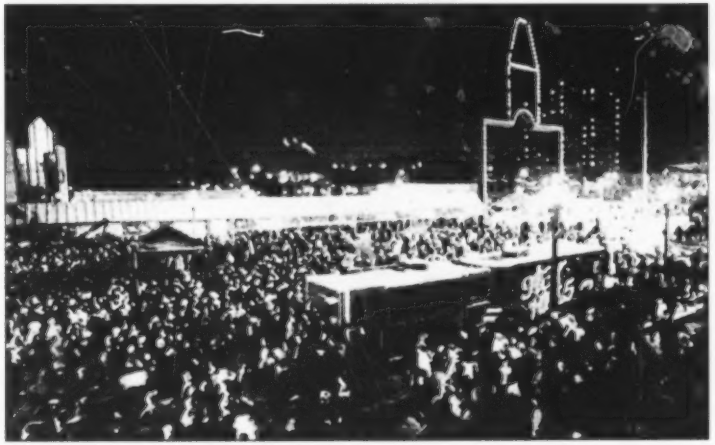
- Establish CDO office, budget, and hire personnel;
- Organize statistical information and analysis of the cultural sector through the establishment of databases and other modes;
- Review the 2006 budget and consolidate objectives;
- Consolidate existing cultural policies and structures and begin the planning for required policy changes and the creation of new policy;
- Set the guidelines, forms, and timing for operating grants for performing arts, visual arts, art service, and arts festival organizations;
- Set the guidelines, forms, and timing for arts project grants;
- Organize independent juries for the adjudication of arts granting for performing arts, visual arts, art service, and arts festival organizations, and project grants;
- Organize and establish the Barrie Cultural Advisory Committee;
- Organize and establish the Barrie Cultural Recognition Awards;
- Create and implement a communication's strategy for the advocacy and promotion of the cultural sector;
- Meet with cultural leaders and producers to gain insight, needs and direction;
- Meet with cultural organizations to promote an understanding of the CDO's direction;
- Communicate and inform CDO's activities to other City departments and advocate cultural sector planning within other departmental planning;
- Develop 2006 CDO Cultural Sector Report and develop 2007 budget and planning direction for the approval of Council.

Source: Barrie Art Club

3. Oversight

2007 CDO Recommended Directions:

- Organize the ongoing maintenance of current statistical information and analysis of the cultural sector and establish and oversee any required surveys or studies;
- Review the guidelines, forms, and timing for arts project grants;
- Complete 2007 applications, jurying, granting and other oversight of the granting process;
- Review current policy and recommend additions or changes;
- Create, manage and implement a 2007 communication's strategy for the advocacy and promotion of the cultural sector;
- Establish and set objectives for the Barrie 2007 Cultural Advisory Committee;
- Complete the Barrie 2007 Cultural Recognition Awards;
- Review City planning to see opportunities for cultural sector integration and collaboration;
- Continue to communicate and inform CDO's activities to other City departments and advocate cultural sector planning within other departmental planning and decision;
- Continue to meet with arts leaders and organizations to help direct cultural sector decisions, planning and advocacy;
- Set objectives and implement the promotion of cultural activities outside Barrie;
- Develop 2007 CDO Cultural Sector Report and develop 2008 budget and planning direction for the approval of Council;
- Begin long-range planning and identify needs and objectives for the cultural sector.



Source: City of Barrie

FACILITIES

Photo Credits: Getty Images & MacLaren Art Centre

The City of BARRIE

4. Facilities

4.1 CAPITAL CONSIDERATIONS

A component of the *Building a Creative Future Plan* is to recommend an interim capital investment in cultural facilities for downtown Barrie. The current and historic texture of the cultural experience in downtown Barrie was considered in the identification of many sites for possible cultural development. Also critical are the programme opportunities and facility needs expressed by cultural organizations, community leaders, City Hall and this working group. Where strong correlation exists between a potential site and programme opportunity, a potential capital initiative results. Proposed capital initiatives that can include the adaptive re-use of existing buildings are identified in the Plan.

Cultural facilities are key to *Building a Creative Future Plan* and, as well, an exciting component of downtown redevelopment. The research conducted by our working group found a burgeoning cultural community whose collective budgets represent a significant economic sector. Noted also were the significant number of volunteer hours contributed by Barrie citizens to cultural activities.

The economic impact of cultural spending patterns within Barrie, as well as issues of organizational activity, were measured against facility needs. The immediate needs for workshop, storage, administration and performance space for Barrie's rising performing arts community represents an opportunity for the establishment of a Cultural Community Centre that could coalesce the arts community and provide the impetus to sustain a larger performing arts centre.

Capital development questions need to be investigated beyond the implementations of our specific recommendations in order to both support cultural directions and quality of place opportunities and create wealth opportunities in the downtown. A first step in an integrated cultural and wealth creation strategy is a Gap and Opportunity Analysis. Its purpose would be to examine all relevant facility direction through the lens of culture and wealth creation, to identify relevant gaps in information and analysis, and to recommend steps that can turn those gaps into opportunities for Barrie.

Source: Georgian College

4. Facilities

The Opportunity for Georgian College

The working group looked to other successful communities where cultural facilities were integrated into an active urban fabric - particularly where there was a waterfront opportunity. Important among them was the example of Vancouver's Granville Island District, with its considerable integration of arts, culture, and cultural industries into a dynamically active setting. In the Granville Island example, it is evident that the Emily Carr Institute of Art and Design is an important catalyst for cultural development. Carr students focus the opportunity that arts and culture can provide to a city.

An art school is a special place within the dynamic of a downtown. Students from all design and visual arts disciplines not only bring economic opportunity, they also bring a visual culture that provides the opportunity for exciting change, for cultural industries, and other cultural development. In this, they are unique among students - they supply tremendous texture and energy.

The visual and design arts has the unique ability to be the most apparent, the most visual component of arts and culture. Two of the key organizations within the visual arts in Barrie are the MacLaren Art Centre and Georgian College School of Design and Visual Art (SDVA). Both have a long history of collaboration and commitment to arts education.

The relocation of SDVA to downtown Barrie is a tremendous opportunity in the overall creative and cultural development of the downtown. The insertion of 650+ arts students in downtown Barrie would give them increased opportunity to work with existing and future cultural industries and would allow for the various components of design and visual arts to intersect with a growing cultural community. The example of the partnership of University of Waterloo School of Architecture with local industry and the City of Cambridge has begun transformation of its downtown core (Globe and Mail, Page R3, 24 November, 2005.) The MacLaren Art Centre provides increased learning and internship opportunities. A more deliberate linkage between these two organizations in the programming of the MacLaren may present a new focus for these two important arts institutions.

Using the Downtown Commercial Master Plan 2005 spending figures, including visitor and rental spending, the 650 SDVA students and faculty would represent a $4.27 million plus to the downtown economy. Add to this $2.56 million in operating expenditures that could move with the organization and there is a potential economic increase to the downtown to as much as $6.83 million per year or about 14% of the reported current downtown economy.

The Georgian College School of Design and Visual Art is compromised of the following areas of study:

- Fine Art - Sculpture, Painting, Printmaking
- Art & Design Fundamentals
- Interior Design
- Jewellery & Metals
- Goldsmithing & Silversmithing
- Graphic Design & Production
- Digital Photography & Imaging
- Web Design & Development

4. Facilities

4.2 PROGRAMME OPPORTUNITIES FOR CULTURAL DEVELOPMENT

As the development of cultural infrastructure is contemplated, both:

- Programme opportunities
- Potential sites

were considered, and then tested against each other for compatibility. When a programme opportunity and a site go together, a potential development initiative is created. As a part of the greater cultural study, the working group performed both quantitative and qualitative research on many of the existing cultural organizations in Barrie, as well as anecdotal research with prominent cultural and municipal leaders. The collection of cultural programme opportunities stemmed from varied inputs, including:

- Expressed needs and desires of existing cultural groups;
- Ideas from prominent individuals for cultural programme opportunities in downtown Barrie;
- Suggestions gleaned from the Downtown Commercial Master Plan;
- Best cultural practices when reviewing other, similar communities;
- The collective vision of the cultural master-planning working group.

The collection of programme possibilities included was culled to represent a coherent direction for municipal leadership to consider in the cultural development process. Each opportunity is briefly described. However, the depth of each opportunity, its potential overlaps with other opportunities, may well be served by a further gap analysis. Refer to pages 46 to 50 for detailed programme opportunities.

Source: Talk is Free Theatre

4. Facilities

Visually Prominent / Identifiable Gateway

Music Room

Art Design + Education

Small Screening Room

Small, Flexible Theatre

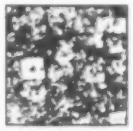
Large Performance Centre

Theatre + Music Education

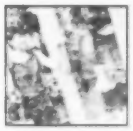
Permanent Market Site / Hall

Theatre Technical Space + Production Space

Outdoor Performance Centre



Art + Design Retail

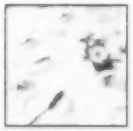


Artists' Studio Space

Rehearsal Space

Ad-hoc Public Stage

Prime Meeting + Reception Space



Museum

Cultural Organization Offices

Literary Arts Places + Events

Exhibition Space

Storage (Cultural)

Programme Opportunities
for Cultural Development
Photo Credits: Getty Images & City of Barrie

The City of BARRIE

4. Facilities

Visually Prominent / Identifiable Gateway

Identifiable buildings or markers to announce a prominent arrival to downtown Barrie and give it definition as a destination. Further, some visual connection from Highway 400 to downtown would be beneficial to link highway traffic to downtown Barrie.

Small, Flexible Theatre

A flexible, multi-form theatre (250-350 seats), in a central location downtown, to provide a common performance venue for existing theatre groups. The flexibility could also allow for community use, receptions, rehearsals and possibly chamber or jazz music.

Theatre Technical Space + Production Space

Technical production space, such as scenery shops, costume and make-up shops, props and lighting workshops, to be shared by Barrie's primary theatre groups for preparing productions. These workshops could include a community or education element as well.

Rehearsal Space

Staging and rehearsal space for theatre, music groups, community events and eventually educational purposes.

Cultural Organization Offices

Office and administration spaces for cultural organizations, ranging from rentable cubes for small groups, to fully-outfitted administration suites for larger groups.

4. Facilities

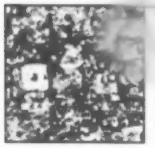
Music Room

A moderately sized music room (300-350 seats) to accommodate the increasing demand for chamber music, jazz events, community recitals as well as possibly double as a room for public meetings, speeches and literary events.

Large Performance Centre

A ±1200 seat performance venue to accommodate large music and community performances such as Barrie Concerts, Huronia Symphony, large choral groups and community ceremonies. Smaller music rooms, rehearsal spaces and cultural offices could also be included.

Outdoor Performance Centre



An outdoor performance centre downtown to accommodate community groups during summer festivals and evenings. There is a desire to draw audiences from 200 to 2000+, from dedicated event-goers to casual passers-by, for varied entertainment. This requires an acoustic environment without the aid of audio amplification for the smaller events.

Ad-hoc Public Stage

Reshape Memorial Square into a terraced amphitheatre configuration with a flat platform at the waterside for ad-hoc or planned outdoor entertainment that would necessarily require temporary staging and audio systems for planned events, but would be largely removable when not in use.

Literary Arts Places + Events

Upgrade or add to the capability of the Library to host literary events, readings, receptions or lectures. This program opportunity could double with others such as the Music Room, Prime Meeting or Reception Space, or the Screening Room.

Photo Credits: Getty Images

4. Facilities

Art Design + Education

Provide a presence for the Georgian College School of Design and Visual Art [SDVA] in a prominent downtown location. The SDVA includes fine art, jewelry and metals, graphic arts and interior design education. Such a move would energize the downtown streets with some 650+ creative minds, which would lead to further growth of creativity downtown.

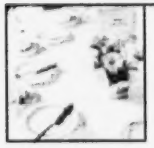
Theatre + Music Education

Develop theatre and/or music education downtown. Georgian College is considering the inauguration of a theatre arts program, which could bring further creative energy to downtown, being well suited with other program opportunities. It could also benefit music teachers by providing a central facility for teaching studios, ensemble rooms and recital rooms.

Art + Design Retail

Most retail development would be private commercial endeavor, but the potential arrival of hundreds of creative students to downtown Barrie would provoke the need for supplies, texts and materials to support them, as well as the non-student creative population.

Prime Meeting + Reception Space



Prime meeting and reception facilities downtown could take the form of large open halls for banquet rental, or a more intimate meeting room for lectures, city events and symposia.

Exhibition Space

A place to host community cultural events including art exhibits, local program awareness campaigns, public relations events, etc.

Programme Opportunities
for Cultural Development
Photo Credits: Getty Images

4. Facilities

Small Screening Room

A small screening room of 100-150 seats to serve the Barrie Film Festival, the City's need for A/V presentation space and the growing multi-media sector in Barrie. This specialized room could double with other meeting room opportunities described.

Permanent Market Site / Hall

The farmers' market is a significant cultural institution of Barrie and its heritage. A permanent site for the market, with an indoor/outdoor market hall would be a fitting development that is consistent with current culture in Barrie – and its heritage.

Artists' Studio Space

An identified district or a larger building that includes rentable workshop space for working artists to bring their energy and creativity downtown.

Museum

An institution to collect and display artifacts from Barrie's past, and to celebrate and promote its heritage through cultural programming.

Storage (Cultural)

Storage is a critical need among cultural groups, but it does not require downtown location until other cultural activities begin to emerge in the core. Then it makes sense to have some accommodation for cultural storage downtown.

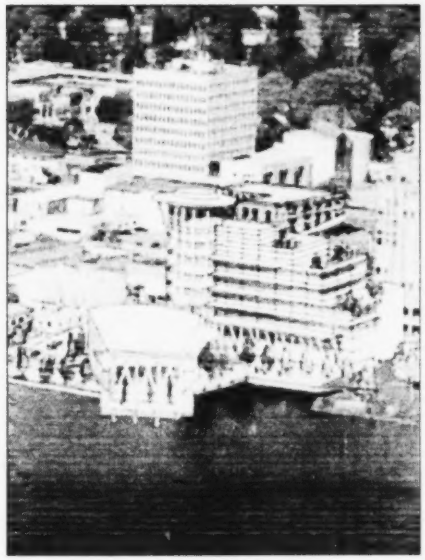
4. Facilities

4.3 SITE OPPORTUNITIES FOR CULTURAL DEVELOPMENT

Similar to the Programme Opportunities, the Potential Sites for Cultural Development have also been determined through a variety of means:

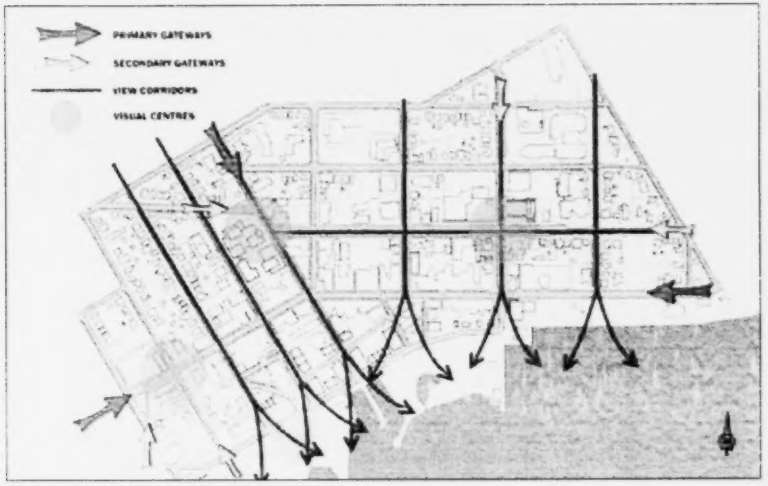
- Ideas generated from the Programme Opportunities;
- Suggestions achieved from the Downtown Commercial Master Plan;
- Best cultural practices when reviewing other, similar communities;
- Initial research into site / facility size, condition, ownership and potential gross floor area;
- The collective vision of the cultural master-planning working group.

The sites that have emerged from the research are diverse in size, facility and ownership. Some can be immediately coupled with programme opportunities; other sites have no immediate programme connection at this time but their prominence or location suggest that they should be targeted for cultural development in long-term vision and planning. It is only the sites that are coupled with programme opportunities that we have been identified for cultural development. The site and programme opportunities are considered together on page 53, Opportunities + Sites Matrix.

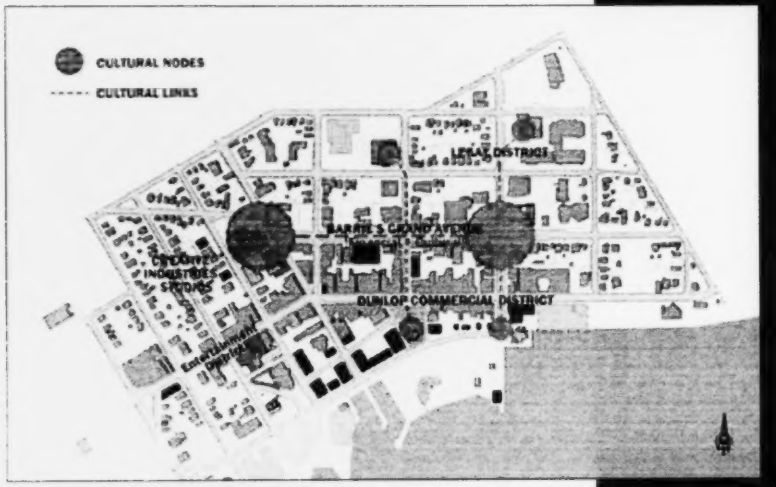


Source: Downtown Commercial Master Plan

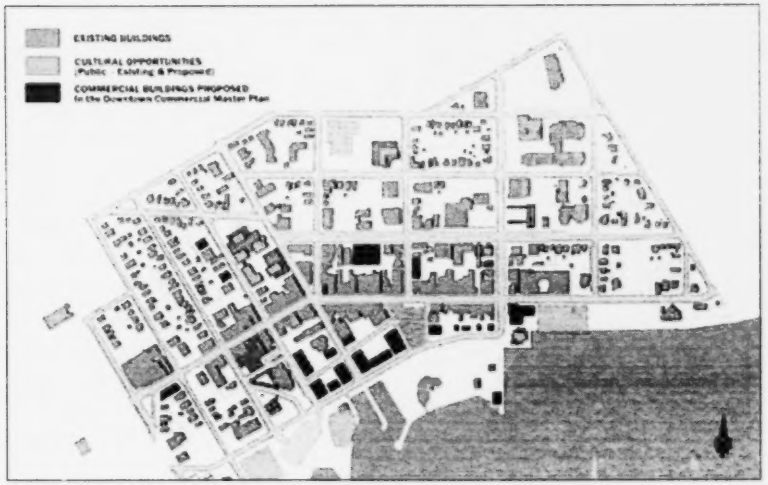
4. Facilities



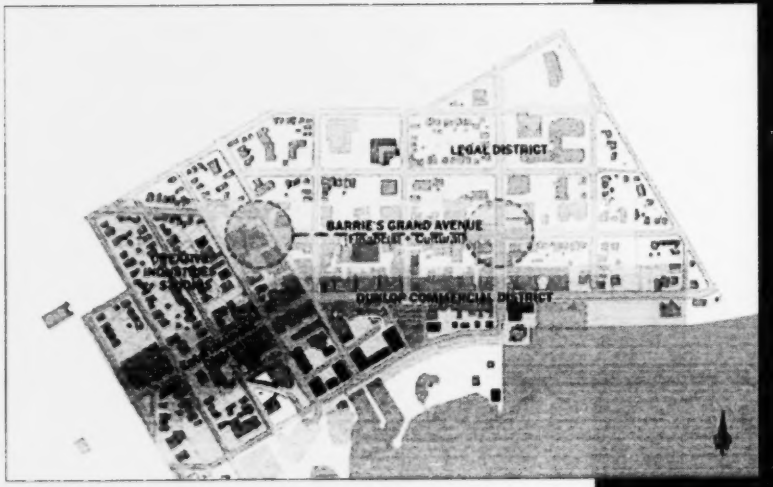
Gateways + View Corridors



Cultural Nodes



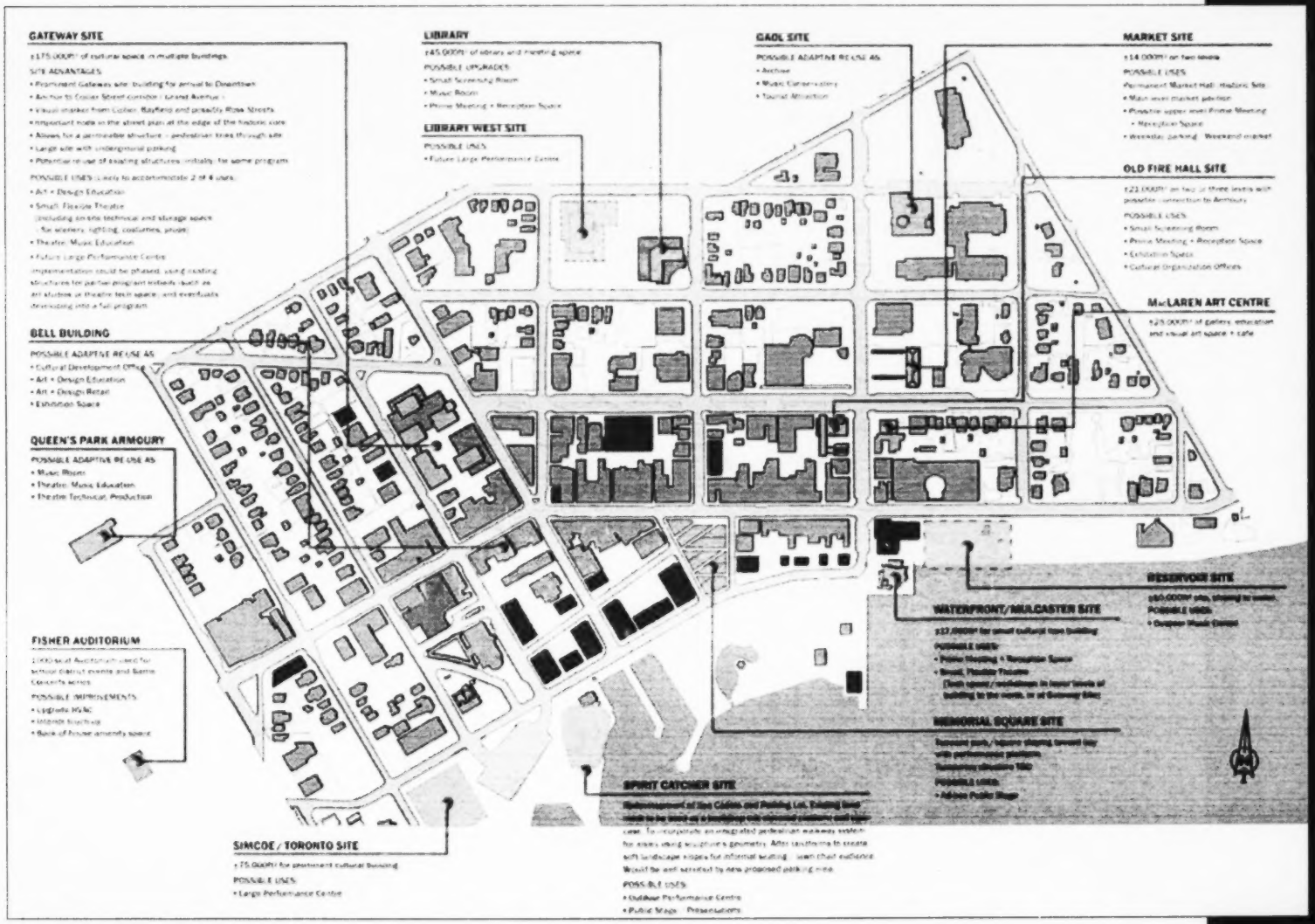
Buildings



Districts

The City of BARRIE

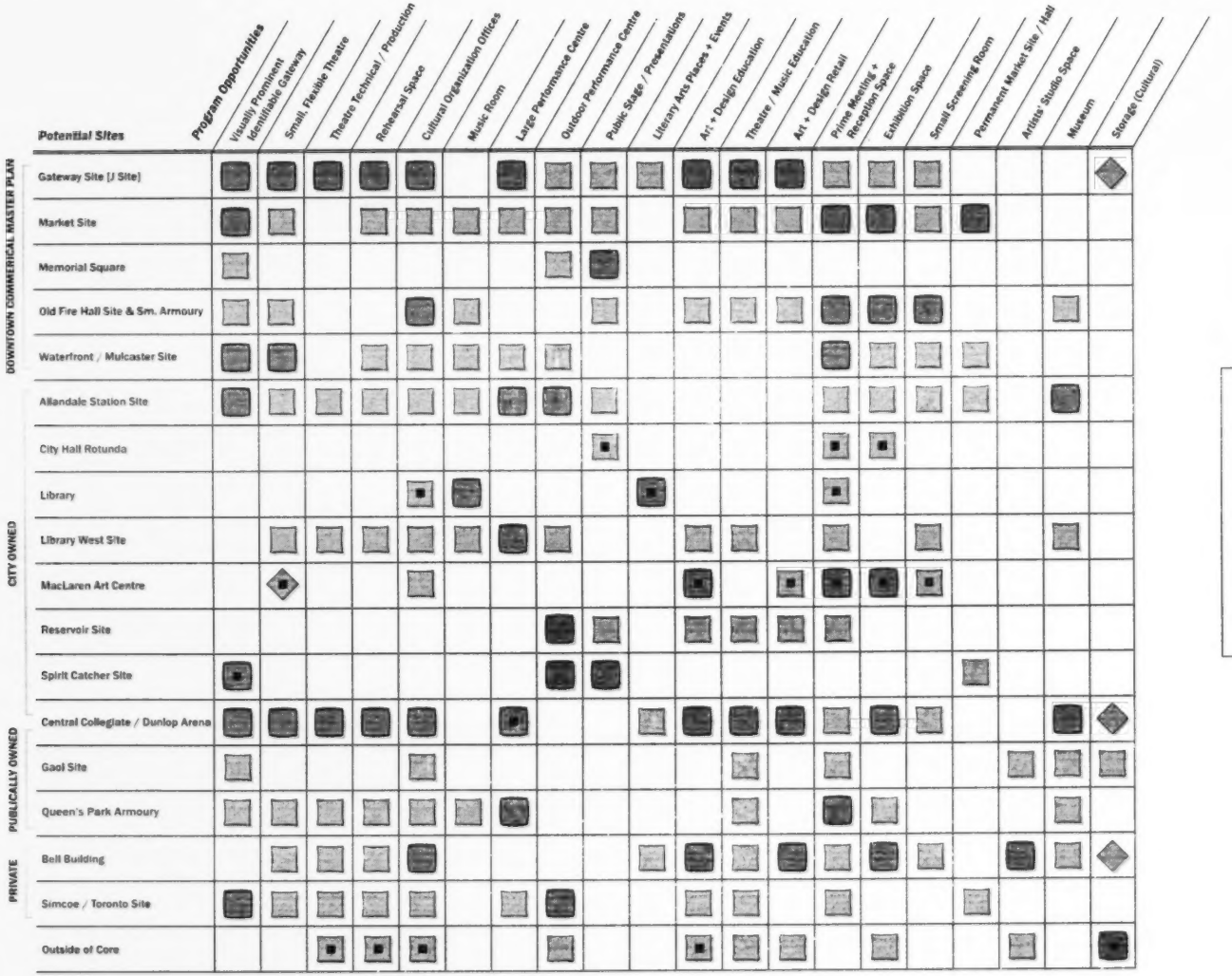
4. Facilities



Sites for Cultural Development
within Downtown

The City of BARRIE

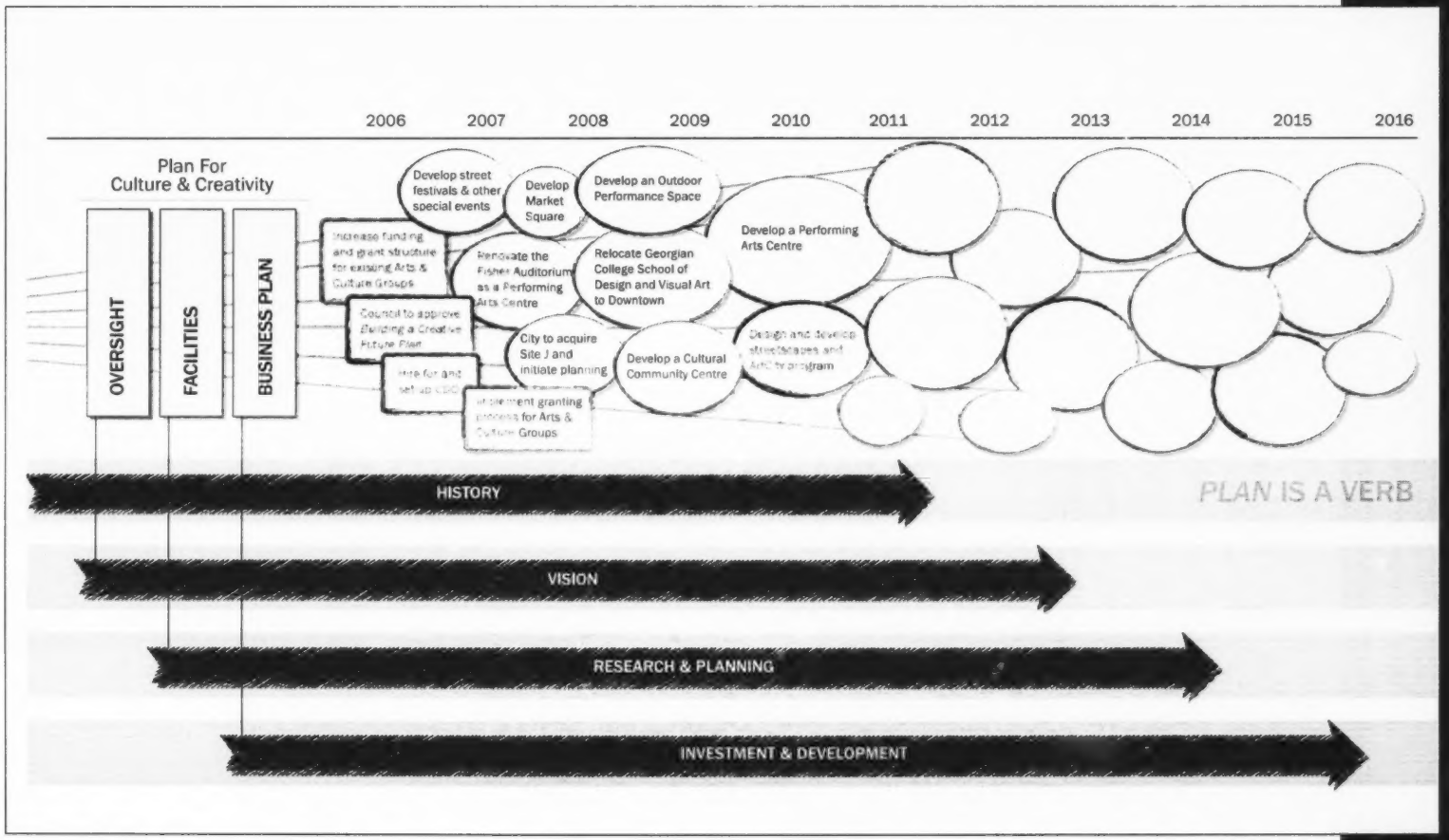
4. Facilities



Opportunities + Sites Matrix

The City of BARRIE

4. Facilities



Implementation Timeline
for Cultural Development Initiatives

BUSINESS

Photo Credits: Getty Images

The City of BARRIE

5. Business

5.1 HOW BIG IS CULTURAL SPENDING?

Canadian consumers spent $22.8 billion on all cultural goods and services in 2003. This amount is greater than consumer spending on tobacco, alcohol, and games of chance combined. This is over three times the monies invested in culture in Canada by all levels of government in 2003. Spending on live performing arts events alone - about $1 billion - nearly doubled the spending on all live sporting events at $530 million.

In Barrie's economy, with about 125,000 in population, our cultural goods and services spending for 2005 was about $95 million. Another large number that municipal taxes generated from this sector represents some $4.5 million. A large component of all cultural goods and services, and a directly manageable part, is the arts and culture sector. This includes the visual arts, the performing arts, art service organizations, and festivals and events.

When we look at arts and culture by their numbers we must also remember their fundamental value. Arts and culture foster understanding, insight, creativity, originality, and vitality. They make a better life for us and bring education to our children. Arts and culture inspire us, soothe us, provoke us, connect us, involve and evoke. In acknowledging that we are all better for what arts and culture do, that Barrie is a better place for what arts and culture give us, we must also acknowledge that this sector also creates jobs and contributes enormously to our economy. The economic impact of the non-profit arts organizations and the cultural economy of Barrie is astounding. In the analysis gained through this report's detailed survey of the arts and culture sector, we now have for the first time a snapshot of their economic impact on Barrie's economy. Their net retained value in 2005 was about $15.4 million, largely driven by Barrie's non-profit cultural organizations, festivals and events. That represents approximately 16% of all spending on cultural goods and services. More importantly, given that non-profit organizations can be managed efficiently through policy, planning and grants, we can structure this important sector in planning for their and our future.

That snap-shot tells us more about what happened in 2005:

Value of donated volunteer services	$0.85 million
Volunteers	800
Consumer associated spending	$7.65 million
Attendance - arts organizations	80,000
Attendance - festivals & events	393,000
Organizational expenditures	$4.02 million
Wages paid	$1.86 million
Paid artists and staff	400
Public activities and performances	485
Participants in arts education activities	35,000
Fundraising and earned revenues	$2.67 million
Municipal grant revenue	$0.09 million
Other government revenue	$0.83 million
Professional development arts activities	100

We are continually faced with a series of great opportunities brilliantly disguised as insoluble problems.

— John W. Gardner

5. Business

Over the next 10 years the total value of all cultural goods and services in Barrie will exceed $1 billion. At present activity our arts and culture sector will generate about $200 million. However, this sector has suffered a decline losing 14% since 2001 or about $12.6 million in value. With the oversight, capital commitments, and business plan recommendations set out in this report this trend can easily be reversed. Actually it can be dramatically enhanced through the careful planning, promotion, and investment of the City and the arts and culture organizations.

The arts and culture sector has grown from a very small to a remarkably significant player in Barrie's economy. This was accomplished with only a very little municipal oversight. The timing is right to change that. The Downtown Commercial Master Plan now provides an excellent business case for strategic public and private sector investment. Culture is an intrinsic and vital part of that plan and the successful revitalization of the downtown. Other cities know this and have used culture as their springboard to downtown revitalization.

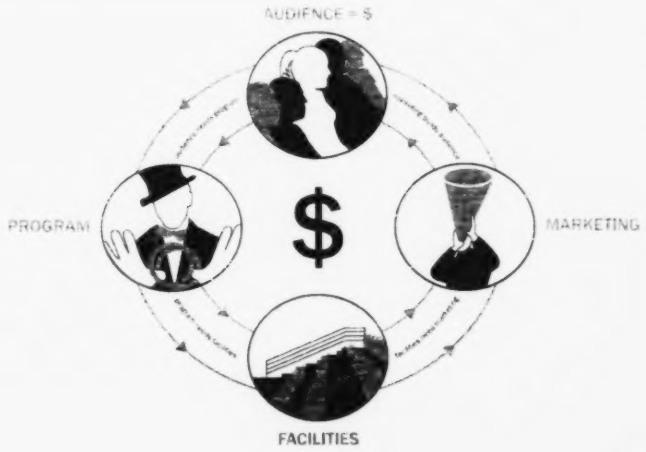
A case has been made that the links between different assets in our downtown be considered in order to maximize their opportunity. The location of potential cultural investments is critical to the nature and depth of their impact. We want to maximize the dividends back to the City, to our citizens, and to any investor. Private and public investments in the downtown need to be considered in the context of this. These investments should be planned to generate wealth, capture the opportunity that culture provides us, and ensure a unique quality of place.

There are questions:

- What are the potential tools and partnerships that can be used to creatively redevelop our downtown tapping into the best of our public sector and private sector's abilities?
- What kind of development framework would we need to create to ensure our success in these potential partnerships?

These questions need to be investigated along with the implementations of our specific recommendations. A Gap and Opportunity Analysis is the first step in an integrated cultural and wealth creation strategy. Its purpose is to examine all relevant policy and planning documents including the Downtown Commercial Master Plan and the culture plan through the lens of culture and wealth creation, to identify relevant gaps in information and analysis, and to recommend steps that can turn those gaps into opportunities for Barrie.

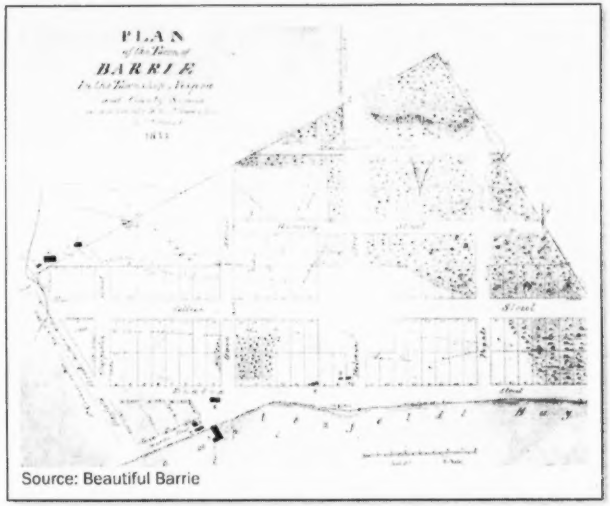
Arts and culture inspire us, soothe us, provoke us, connect us, involve and evoke.



The City of BARRIE

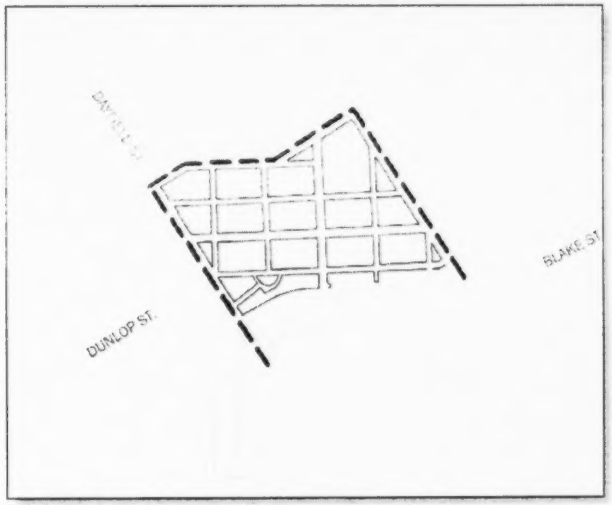
CULTURAL HISTORY OF BARRIE

6. Cultural History of Barrie



Source: Beautiful Barrie

ORIGINAL SETTLEMENT



BARRIE TODAY

We are a reflection of our past. Decisions made with a clear understanding of our roots and influences have a power and clarity that may be otherwise lacking. With this in mind, we reviewed the significant events that have shaped arts and culture from Barrie's colourful past.

The Hudson's Bay Company erected a storehouse in the bend of Kempenfelt Bay in 1812 near the starting point of the nine-mile portage to Willow Creek. During the war of 1812-1815 this original aboriginal trail became an important supply route and a strategic military link to the upper great lakes, away from the control of the American war ships.

Pioneers began to arrive in the 1820's and in response, the British established a permanent military presence. The settlement of Barrie (named after Sir Robert Barrie, the commander of the British Fleet stationed in Kingston) was surveyed in 1833 on a north oriented grid in strict military fashion which contrasted to the surrounding north- west oriented grid resulting in, amongst other oddities, our famous "Five Points" main intersection. The original street names commemorate many British officers. Building lots were sold and a boom began. To accommodate the many immigrants, a log tavern "Yonge Street, now the world's longest street, was extended to Kempenfelt Bay in 1827.

Culture is reflected in the city itself – its streetscapes, street plan, public spaces, views, historic sites and buildings.

6. Cultural History of Barrie

By 1833, three settlements dotted the bay with Barrie located at the start of the nine mile portage; Kempenfelt, which was laid out and planned as the future administration centre for Simcoe at the base of the proposed military road to Penetanguishene; and Tollendale (established as a village in 1829) at Lover's Creek which was the only water source into the bay with sufficient flow to power mills. A battle for the designation as the county administrative centre was on. By 1841, Barrie had constructed a county gaol (jail) and a courthouse on the ridge in prominent view befitting their importance. These structures secured Barrie's future, possibly making the gaol the most significant building in Barrie's history. Robert Simpson established his brewery in Kempenfelt, relocated to Tollendale and finally moved to Mary Street in Barrie.

By 1851, Barrie had a population of approximately 1,000. An act was formed to incorporate Barrie as "a town without any municipal organization". Barrie separated from Vespra in 1853 with Jonathan Lane as the first reeve and became a Town in 1853. Barrie was incorporated as a Town in 1871 with Robert Simpson as its first mayor, at this time it is Canada's 33rd largest town with a population of about 4,000.

In 1853, the Simcoe and Huronia Railway was built to Allandale and since the line was not extended to Barrie, a number of industries located along the waterfront to the north with wagon access to the station and eventual spur lines were built to their operations. After much intrigue and litigation the line was extended in 1865 along the waterfront to a new Barrie station and beyond to Orillia in 1869. The Town Hall and Market Building with a "handsome and spacious hall" upstairs was completed within the Market Square the same year.

In 1862, the Mechanic's Institute (founded in 1844) was incorporated, becoming the forerunner of the Barrie Public Library and the Armoury is constructed at the bottom of the Market Square on Mulcaster Street. In 1864, the Barrie Examiner was established and eventually purchased the Northern Advance in 1940. The paper was preceded by the Barrie Magnet (1847) which became the Northern Advance in 1852 and the Herald (1852-1857) and the Spirit of the Age (1858-1865).

The turn of the century and the dominance of the railway brought the construction of the Master Mechanics Building and Roundhouse in 1903. But, the rise in the automobile and the construction of Yonge Street (Hwy 11) and Essa Road (Hwy 27) through the heart of Barrie brought a constant flow of energy and consumers to and through the downtown. The downtown was thriving and did so for years to come.

In 1949, a radio station was established (CKBB) and by 1955 a TV station was added (CKVR). Barrie celebrated its centennial in 1953 with an awakening interest in its downtown and waterfront but with the construction of Highway 400 in 1950 the energy and dynamics were beginning to dissipate from the downtown. The 400 has become an effective bypass, not only for traffic, but for investment and creativity. Growth remains strong and Barrie with a population of 15,000 annexes 220 acres from Vespra Township. To complement its growing arts and culture base and its growing intellect, Georgian College was formed in 1969 and moved to its present location in 1973.

Annexations continue as Barrie grows:

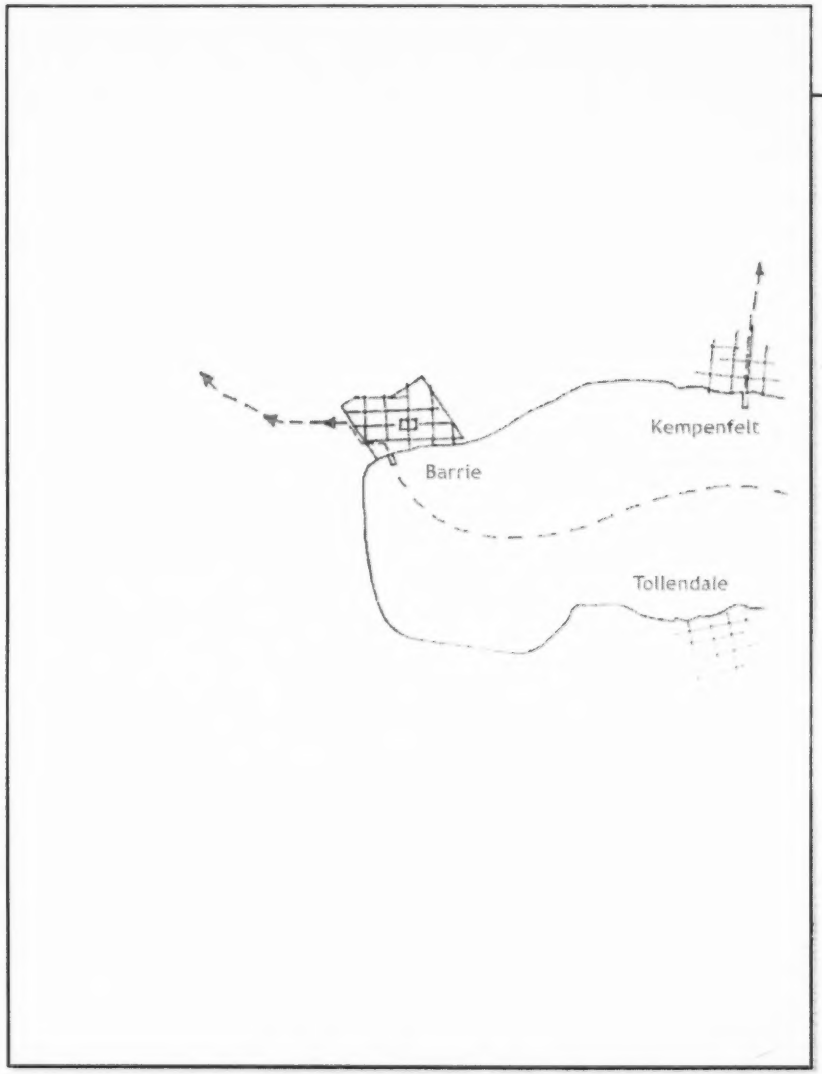
1959 - annexed 1,973 acres from Vespra and Innisfil Townships, population 20,000, incorporated as a city.

1982 - annexed 10,539 acres from Innisfil, population 45,000+/-.

1987 - annexed 942 acres from Innisfil, population 52,000+/-.

1994 - population 72,000 +/-.

6. Cultural History of Barrie



1833

1853

1903

1953

2006

1812 - HBC and war.

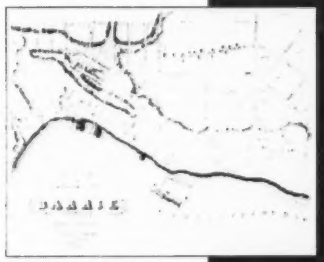
1819 - Initiatives of 200 acre parcels were awarded to encourage construction of the Penetanguishene Road.

1820 - Pioneers, settlers, military presence.

1827 - Yonge Street was extended to Kempenfelt Bay

1832 - Grid in place.

Three villages on the bay.



Source: Barrie A Nineteenth-Century County Town

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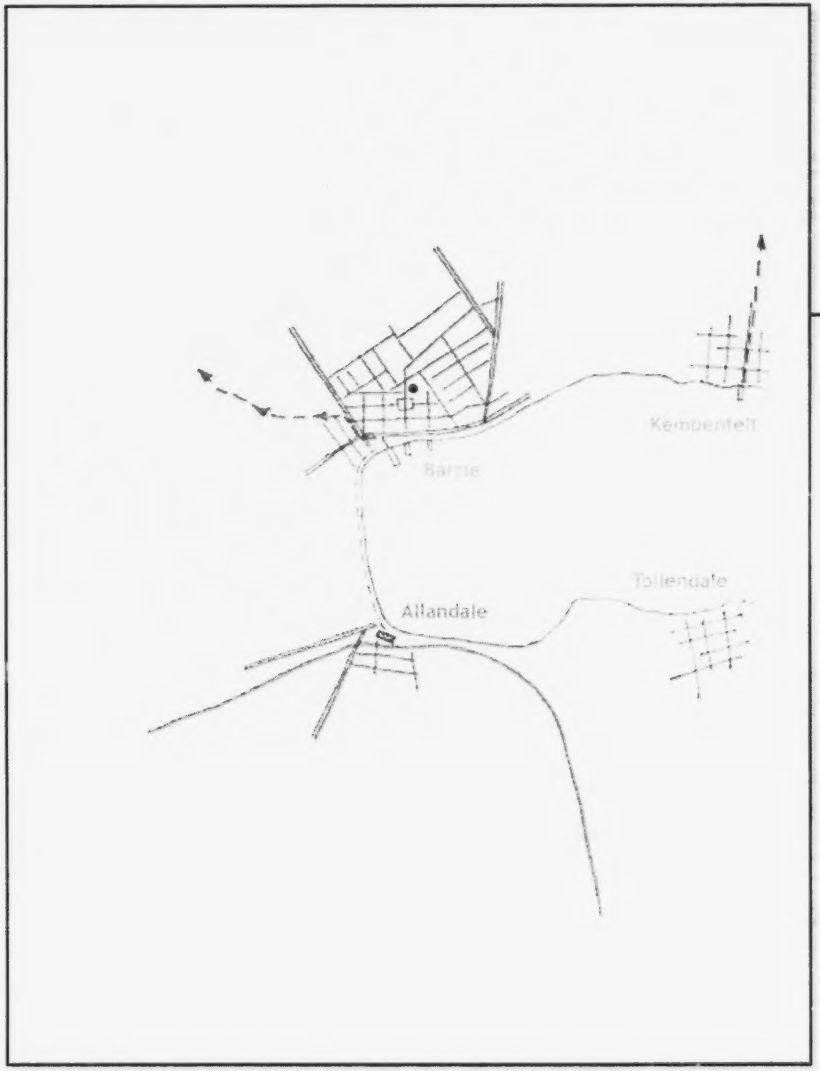
6. Cultural History of Barrie



1833

1853

1903

1953

2006

1841 - Gaol and Courthouse makes Barrie a regional centre.

1851 - Population of approx. 1,000 grew to an estimated 2,600 by 1857.

1853 - Train comes to Allandale - 4th village.

1853 - Barrie becomes a Town.

Industrial development begins along lake.

Source: Averst Collection

Source: D.M. Lemmon Collection

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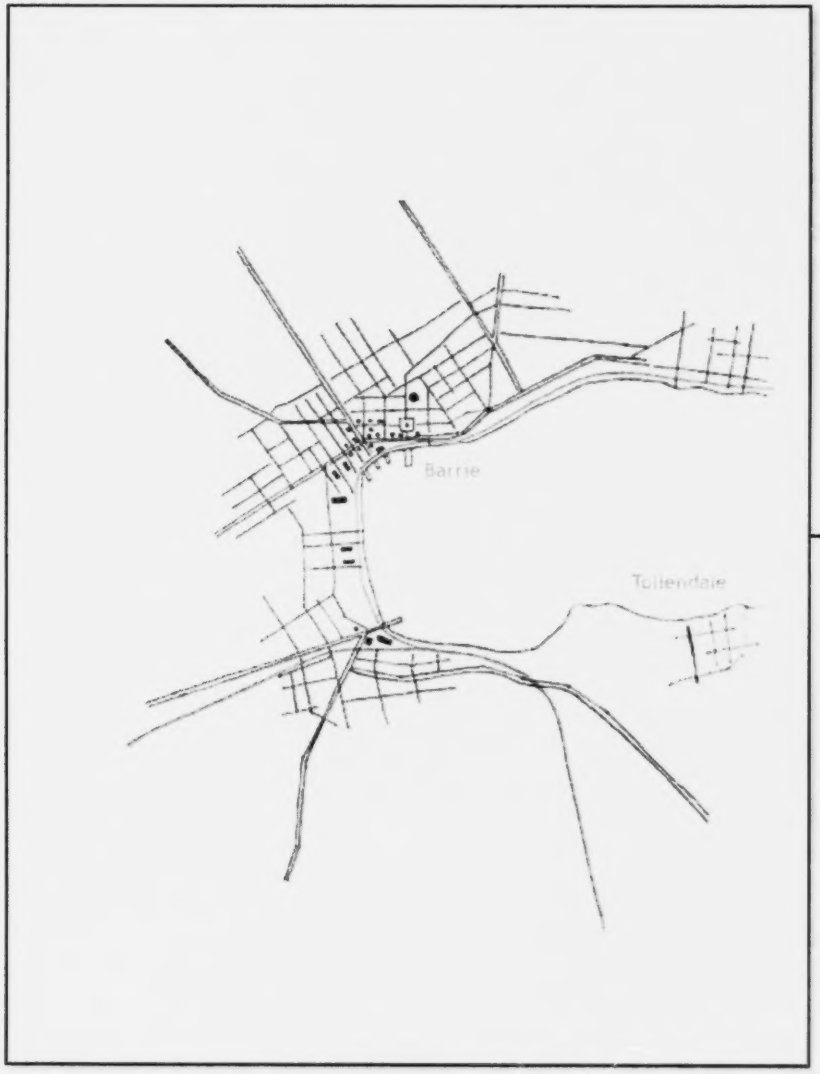
6. Cultural History of Barrie



1833

1853

1903

1953

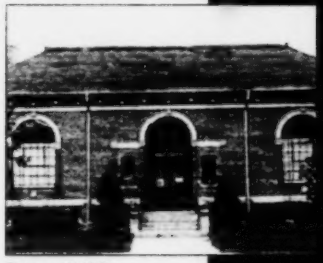
2006

1865 - Railway extended along lake to Barrie.

1903 - Roundhouse and Master Mechanics built.

Yonge Street Hwy 11 and Essa Road Hwy 27 merge at and travel through heart of Barrie.

Source: Archives



Source: K.H.S.

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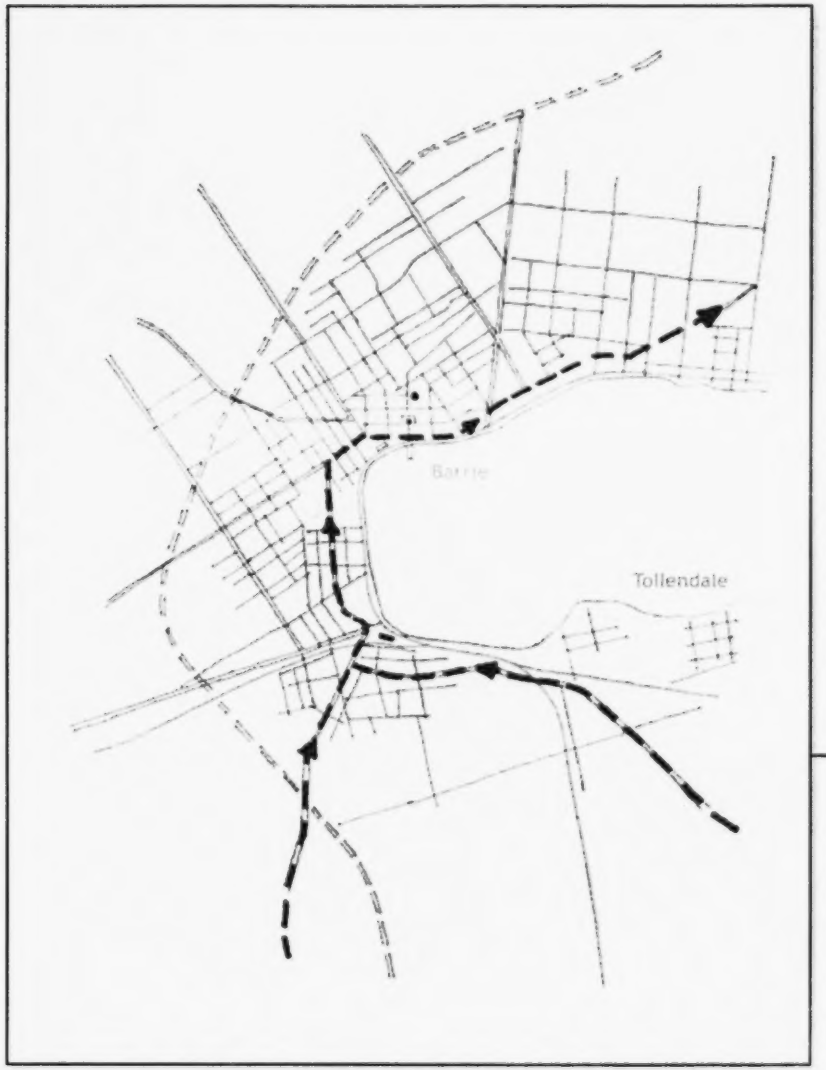
6. Cultural History of Barrie



1833

1853

1903

1953

2006

1949 - Radio station (CKBB)

1950 - Hwy 400 constructed, downtown begins decline.

1953 - Barrie celebrates its centennial.

1954 - First annexation

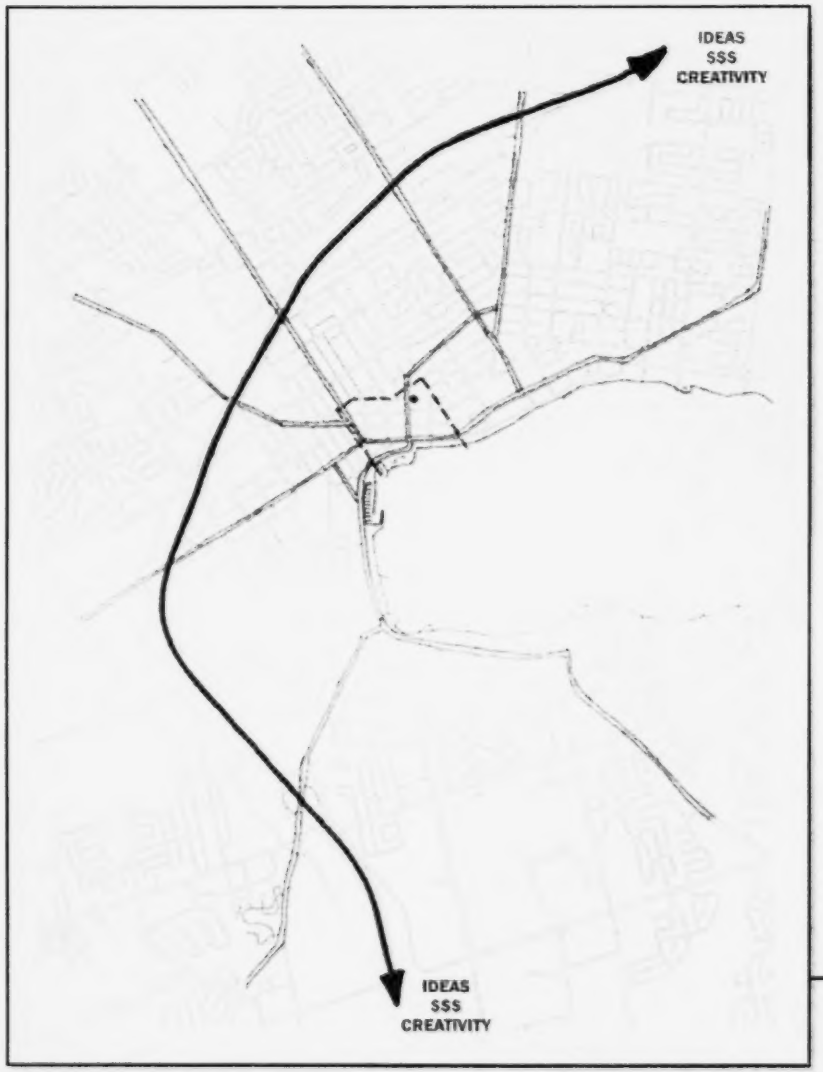
1955 - TV station (CKVR)

Source: Archives

Source: Ken Melick

The City of BARRIE

6. Cultural History of Barrie



1833

1853

1903

1953

Barrie grows, by annexations 1954 (pop. 15,000), 1959 (20,000), 1982 (45,000), and 1987 (52,000), and population explosion to current 125,000+.

Georgian College established in 1969 and moves to current site in 1973.

Hwy 400 has become an effective bypass for not only auto's, but also investment and creativity.

Source: Darren Baker, Wikepedia

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7. References

INDEX TO THE APPENDIX

Appendix - Part 1

Current Members of the Barrie and District Arts Council

Orion Marketing Research Final Report: Cultural Interests, Participation and Support Levels of Barrie Residents

Orion Marketing Research Final Report: Cultural Interests, Participation and Support Levels of Barrie Residents - Appendix C: Statistical Results

Orion Marketing Research Final Report: Cultural Interests, Participation and Support Levels of Barrie Residents - Opened Ended Comments about Cultural Issues in Barrie

Arts + Culture Questionnaire

Hills Strategies Research: Consumer Spending on Culture in Canada, the Provinces and 15 Metropolitan Areas in 2003

Snapshot of the Cultural / Creative / Knowledge Economy

Statistical and Financial Data from Existing Cultural Groups

Collateral Benefits of Culture: Two Examples
- Nelson, BC
- Neighbourhoods in Toronto + Vancouver

Creative Cities

ArtCity - 1999 MacLaren Art Centre Pitch

ArtCity - City of Barrie Staff Report

Policy Working Diagrams

POSTSCRIPT

The following are Peer Reviews of the Draft version of the Plan published February 2006.

AUTHENTICITY

Creating Urban Wealth

AuthentiCity Letter of Opinion
Re: Building a Creative Future: A Plan for Culture
The City of Barrie

To: Randy Watson, Manager of Parks, Leisure and Culture
Department of Leisure, Transit and Works, City of Barrie
Email: RWatson@city.barrie.on.ca
Phone: (705) 739-4220 x4500

From: Glen Murray, Partner
AuthentiCity; an urban policy practice of Navigator
Toronto, Ontario
Email: gmurray@naviltd.com
Phone: (416) 640-6069

At AuthentiCity we believe that creativity, culture and quality of place increasingly drive local economies. Barrie is one of a growing number of leading municipalities in Canada and internationally that has embraced this vision and is moving aggressively to act on it.

It is in this context that the AuthentiCity team congratulate Barrie for its recent report: *Plan for Culture*. We have been following the work in Barrie with interest and were pleased to have provided input through my speech the January 25, 2006.

We have been particular impressed with Mayor Rob Hamilton and Council's commitment to linking the *Plan for Culture* with two other anchor plans - the *Downtown Commercial Master Plan* 2005 and the *Economic Development Strategy* 2004. Both point to cultural development as a key strategic asset and attractor for a knowledge-intensive and creative workforce and for wealth creation in the new economy.

In this context, we offer the following thoughts on the *Plan for Culture*.

1. Oversight and Capacity Building

Cultural Development Office

The Plan proposes a Cultural Development Office (CDO) be established to play an ongoing leadership role in cultural development in Barrie. We see this step as critical – and in fact should be seen as 'job one.' Other cities in Ontario are moving to bring together responsibility for the full range of arts, heritage and cultural activity in dedicated Culture Departments. These include Brampton, Guelph, Kingston, London, Orillia and Windsor, to name a few.

Role and Mandate

The *Plan for Culture* makes clear that the primary responsibility of the CDO is oversight and capacity building. This is important.

A problem for many municipalities is that too many staff resources in culture are tied up with direct service delivery – managing facilities, delivering programs, administering grants with not enough time and focus left for activity such as planning and policy, resource development, partnerships and capacity building. Simply put, 'too much rowing and not enough steering.'

In this regard we suggest that a key responsibility of the new CDO will be working to integrate culture into the program and plans of other municipal departments. This is implicit in the *Plan for Culture*, but may need to be emphasized more as the work moves ahead.

In establishing the detailed mandate and structure of the CDO, Barrie may find it useful to review the mission, mandate and staff structure for the City of Orillia's new Department of Culture and Heritage that also emerged out of a cultural planning process in that community.

Cultural Governance – Advisory Committees and Beyond

The *Plan for Culture* proposes a Cultural Advisory Committee as a resource to staff and Council in moving the cultural agenda forward in Barrie. Advisory Committees have real and important roles in any area of municipal responsibility. However, once the CDO is established, Barrie may wish to look into the feasibility of establishing a broader cultural governance system.

The cornerstone of the governance system could be a new Cultural Roundtable that connects municipal leaders (both elected officials and staff) with leaders from the cultural and business communities in an ongoing process of building alliances and mobilizing resources to support cultural and economic development. The Cultural Roundtable explicitly acknowledges that responsibility for culture and cultural development is a *shared* responsibility across the community.

2. The Creative and Cultural Economy

A Broad Vision of Cultural Resources

The *Plan for Culture* wisely embraces a broad vision of culture. Having said its initial recommendations place a strong focus on the needs in the not-for-profit arts sector. This is necessary and important as this sector often provides critical anchor facilities and programs (particularly in the downtown).

However, in moving the Plan ahead, it will be important that the broader vision of cultural resources set out in the Plan including the for-profit creative and cultural industries remain a strong focus of attention. This is new territory for many municipalities where the focus has traditionally been on the not-for-profit sector.

Barrie can play a national leadership role in modeling approaches to linking for-profit and not-for-profit activity. Success here is critical to realizing the mayor and council's vision of linking the *Plan for Culture* with powerful downtown renewal and economic development. The proposal to establish a downtown location for Georgian College's School of Design and Visual Arts is an exciting component of this larger vision.

Creative and Cultural Economy Mapping

To achieve this outcome, and as the City moves to implement the *Plan for Culture*, it will be important to complete a more detailed mapping of the full creative and cultural economy in the downtown. Identifying these resources and examining linkages and synergies (or gaps) among them is essential to driving an integrated cultural agenda in Barrie.

Gap and Opportunity Assessment

Mapping creative and cultural resource is linked to another recommendation made in the *Plan for Culture*. The proposed Gap and Opportunity Assessment is a natural step in moving 'from planning to action' in implementing the City's downtown renewal agenda. It essentially focuses on specific opportunities to link cultural and economic development with urban design and physical renewal in order to maximize the wealth creating potential of the downtown.

3. Facilities and Capacity Issues

There are many other valuable parts of the *Plan for Culture* that we could comment on. One last one that bears mentioning at this stage is the wise approach the Plan takes to the construction of a downtown performing arts facility. As I said in my speech, the construction of major 'iconic' cultural facilities can be a tremendous catalyst for cultural and economic development, but only if they are planned carefully.

The Plan sets out a number of pre-conditions for embarking on a construction project, arguing that the initial focus must be on building capacity, strengthening policy and planning (including developing a more rigorous understanding of existing and potential audiences and markets), and building a stronger presence for the performing arts in the downtown.

4. Next Steps: Integrating Plans and linking them to actions

The economic development strategy, the downtown master plan, the Cultural Plan and the City's over arching land use and transportation plans should be integrated into a development framework for the downtown. This is an action-oriented implementation plan that physically maps the actions and projects within the downtown and identifies their location. Policies can then be translated in specific actions, projects and organizational changes. The input costs and output revenues of each development, initiative or project should be accounted for and tracked over time.

The financing, fiscal tools (tax increment financing, tax credits, loans) and strategic infrastructure investments that enable revenue generation and ensure the financial sustainability and viability of the plan need to be considered early on in the implementation strategy. The essential idea is that there is one downtown district plan, not several.

Thank you very much for inviting me to review the *Plan for Culture*. Please don't hesitate to call if there is anything else we can do for you or the City of Barrie.

AUTHENTICITY is an urban policy practice of **NAVIGATOR**

Navigator Limited British Colonial Building, Third Floor, Eight Wellington St. E., Toronto, Canada M5E 1C5
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Academy of Music

William P. Hankowsky
Chairman

Janice C. Price
President and
Chief Executive Officer

May 22, 2006

Mr. Randy Watson,
Manager of Parks, Leisure and Culture
City of Barrie
70 Collier Street (Box 400)
Barrie, Ontario
L4M 4T5

Dear Randy:

I very much enjoyed meeting with you, Mayor Hamilton and your colleagues from City Council when I was in Barrie last month. As we discussed during the meeting, the importance of entertainment and culture to the revitalization of urban centers has been borne out in dozens of cities in North America over the past two decades.

In particular, I wanted to commend the Steering Committee, the City Staff and the Consultants for delivering such a thoughtful, comprehensive and scale-appropriate plan for the Council's consideration. I do a great deal of arts and entertainment consulting, as you know, and I have seldom seen a planning process with which I had so few concerns or comments.

Prior to our meeting, I reviewed thoroughly the Xenos Design Inc. ***Downtown Commercial Master Plan***, as well as the Ted Handy & Associates, Novita and SOLUTIONSink ***Plan for Culture – Building a Creative Future.*** I also reviewed staff reports and minutes of certain General Committee Reports detailing the analysis and dialogue surrounding this very important process. I was very impressed with the thoroughness of the research, the inclusiveness of the participant base, and the realistic expectations outlined for potential implementation of the plan. The very practical detailing of the current cultural assets, the inventory of existing facilities and user groups, and the required funding to launch an effective cultural initiative was of the highest quality – frankly, superior to much of the work I have seen from major-market U.S. consultants in the field.

I credit this high caliber of work product to the fact that the consultants you engaged to complete the studies and analyses are truly committed to the field, with a breadth and depth of hands-on experience that is invaluable in projects of this nature. More unique, however, is their very rational view of what can be realistically accomplished, over what time-line, in a community the size of Barrie.

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Hand-in-hand with that rational assessment of the feasibility of executing this exciting cultural plan is a clear articulation of the human, financial, and public relations resources that would be required to ensure a successful fulfillment of the plan. Particularly laudable is the fact that this outcome was accomplished by a team of consultants who clearly, as is evident throughout the report, feel passionately about the importance of arts, culture and entertainment in reflecting the heart of a community.

I would like to comment further on another very important area we discussed at some length at our meeting. In my advisory and consulting work within the field I have often observed that communities tend to associate the creation of a long-range cultural plan with the building of arts-related infrastructure projects. I was very impressed, in our dialogue, that the Barrie Cultural Plan does not have an overly heavy reliance on a single large facility or complex as the focus of the plan. There may, in fact, be a place for a performing arts facility or multi-purpose venue as part of the plan. However, it is critically important that there is a full range of demand within the community, and supply of stable arts organizations, to ensure the success of an arts complex. I believe that strengthening of the existing arts organizations' infrastructure, building audiences in the ramp-up to a potential Performing Arts Center campaign, and making the case for funding of arts infrastructure in the context of the larger downtown revitalization will all have to be accomplished in advance of launching any building capital campaign. I have experienced first hand how exciting it is to have a vision for a new community arts center. My caution to you and your planning committee is that when these facilities are built without fully understanding the existing arts eco-system within a community it can drain the resources necessary to nurture existing companies or incubate new ones. Instead of being an impetus for growing both the capacity and the mission-fulfillment of arts organizations, the constant demands of supporting and maintaining a facility can distract both audiences and funders, and threaten the very existence of producing arts groups.

When we met, I did also make a few recommendations about areas that I believe would add value to the work you have already completed. A more thorough research project dedicated to understanding the demographic and socio-economic make-up of current audiences for arts and entertainment in Barrie would be very valuable. Database analysis of current attendees could assist this work, as would the engagement of a firm to conduct audience surveys. If resources allow, a qualitative study of the motivators for attendance and the preference for specific genres of entertainment would also be invaluable.

We also discussed my opinion that a dedicated office of Arts & Culture within the City of Barrie will be critical to successful implementation of a cultural/entertainment plan. You will find that the entertainment field is extremely generous in the time, advice and guidance they are prepared to offer to those seriously committed to an entertainment district in their communities. A professional administrator charged with the task of examining best practices in other markets, visiting arts facilities throughout North America, studying the field with a Barrie-specific point of view, and advocating for the tremendous impact this plan could have on the important goal of downtown revitalization will be absolutely critical as you move forward.

Randy, as you know I have a personal connection to the Barrie area as my siblings live in Barrie and my mother lives in Stroud. I was delighted to have the opportunity to use my over two decades of experience within the arts sector, the last nine of which have been in New York City and Philadelphia, so close to home. After reviewing and discussing Barrie's plans for a genuine commitment to an entertainment district as a component of downtown revitalization, I can assure you that you are in the vanguard of urban communities throughout North America and internationally who are recognizing the critical role that this sector can play in realizing that objective.

I very much enjoyed hearing about your plans, and once again applaud you for the excellent work you have accomplished to date. If I can be helpful to you as you move forward in your work, please feel free to call upon me. I do plan to be in Barrie for some time this summer visiting my family and would be happy to meet with you again if it would be useful.

Best of luck in the achievement of your exciting plans for the City of Barrie,

Regards,

Janice Price
President and CEO
Kimmel Center for the Performing Arts

cc: Mayor Robert Hamilton

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